



## **Adopted Annual Budget**

*for the Fiscal Year Ending June 30, 2015*

**Adopted by City Council – May 19, 2014**

### **Mayor**

Maureen Donker, Ward II

### **Council Members**

Thomas W. Adams, Ward I

Vacancy, Ward III

Diane Brown Wilhelm, Ward IV

Marty Wazbinski, Ward V, Mayor Pro Tem

### **City Manager**

Jon Lynch

### **Assistant City Manager for Financial Services**

David A. Keenan, C.P.A.

### **City Controller**

Margaret A. Maday

## **Table of Contents**

### **Budget Message**

Budget Message .....	5
Budget Consolidation .....	8
Future Year Projections .....	25

### **General Fund**

How the City of Midland Allocates Its Money.....	27
Combined Summary of Budget Appropriations and Revenues .....	28
Estimated Revenues by Source.....	29

#### **General Government**

City Council/Manager .....	33
City Clerk/Elections.....	38
Finance .....	44
Assessing .....	48
City Attorney .....	52
Human Resources.....	57
Purchasing.....	62
Treasurer/Police and Fire Pension Administration .....	66
Internal Computer Services .....	72
City Hall .....	75

#### **Public Safety**

Police .....	79
Fire/Emergency Services .....	88
Building Inspection .....	96
Planning .....	101

#### **Public Services**

Engineering .....	107
Public Works .....	116

#### **Sanitation**

Sanitation.....	125
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#### **Parks and Recreation**

Parks and Recreation .....	134
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#### **Other Functions**

Other Functions.....	147
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#### **Capital Projects**

Capital Projects .....	153
------------------------	-----

#### **Reserve for Contingencies**

Reserve for Contingencies .....	157
---------------------------------	-----

## **Table of Contents (cont.)**

### **General Fund (cont.)**

#### **Transfers**

Transfers Out .....	161
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### **Special Revenue Funds**

Major and Local Streets .....	166
Center City Authority .....	176
Storm Water Management .....	180
Grace A. Dow Library .....	184
Community Development Block Grant .....	191
Special Activities.....	195
Midland Housing .....	199
Dial-A-Ride .....	204
Midland Community Television .....	209
Downtown Development Authority .....	215

### **Debt Service Fund**

Debt Service .....	221
Schedule of Debt Requirements .....	223

### **Enterprise Funds**

Civic Arena .....	227
Landfill .....	232
Washington Woods .....	238
Riverside Place .....	245
Currie Municipal Golf Course .....	252
Parking.....	257
Wastewater.....	261
Water.....	269

### **Internal Service Funds**

Stores Revolving .....	279
Information Services .....	283
Equipment Revolving.....	289
Municipal Service Center.....	295
Municipal Service Annex .....	300
Renewable Energy Services.....	304
Property and Liability Insurance .....	309
Health Insurance .....	313
Special Assessment Revolving .....	317

**Table of Contents (cont.)**

**Trends and Summaries**

Net Cost of Certain Departments .....	321
General Fund Revenue and Expenditures by Function .....	323
Capital Purchases and Projects .....	324
Authorized Employees by Fiscal Year .....	331
Comparative & Combined Tax Rates per \$1,000 of Taxable Value .....	333
Schedule of Taxable Values.....	334
Ten Largest Taxpayers .....	335
Constitutional Tax Limitations .....	336



## Budget Message

April 14, 2014

Mayor and City Council  
City of Midland  
333 W. Ellsworth  
Michigan, MI 48640

Dear Mayor and Councilmen:

Herein you will find an adopted budget consistent with the fiscal priorities outlined by the *City Council Budget Objectives for FY 14-15* accepted by Council on January 13th of this year. As is customary, this adopted budget includes a summary of each municipal department and activity fund highlighting organizational structure, service goals, historic funding, and employment levels. This adopted City budget for fiscal year 2014-2015 is presented as required by the Midland City Charter.

Consistent with a request made by City Council during consideration of the 2013-2014 fiscal year budget, this document provides within financial statements of each activity two projected years. As a result, users will find that each Detail of Budget Appropriations and Revenues provides actual data for the prior year (2012-13), both amended and estimated data for the current year (2013-14), and projections for two forward facing years (2015-16 and 2016-17). In this manner the budget document will be more useful in providing an advance view of the City's anticipated financial position in upcoming years. It will be very important, however, to keep in mind that the projections are just that, an informed estimate as to how revenue and spending trends might unfold. Those projections are conservative and do not take into account variables such as current year savings, new programming or service delivery costs, savings from changes to programming or service delivery, or unordinary changes in revenue streams.

On January 11, 2014 Councilmen reviewed current and future financial concerns during the annual City Council planning retreat. Council expressed their expectations with respect to the basic approach to be followed in developing the fiscal year 2014-2015 budget. Following is a basic summary of those expectations:

### **Mission**

The mission of the City of Midland is dictated by the Midland City Charter and reads; "That the inhabitants of the City of Midland live well through the effective maintenance of public safety, health, and welfare via efficient provision of public services, activities, and enterprises which reflect intelligent opinion as to the needs of the community."

## Goals

Strategies and actions taken by the City to fulfill this mission fall into three basic goals:

- (1) Ensure Economic Sustainability
- (2) Provide an Outstanding Quality of Life
- (3) Provide Effective Stewardship of Community Resources

**BUDGET RESPONSE TO MISSION AND GOALS** – The adopted fiscal year 2014-2015 budget provides sufficient resources to maintain core services (police protection, fire protection, street maintenance, water treatment, and wastewater treatment) at current levels. Resources are also appropriated to our existing array of quality of life activities (refuse collection, library services, parks & recreation, public transportation, airport, etc.) without materially expanding service offerings.

## Budget Directives

The City Council anticipated that the following directives would be addressed as staff prepared the budget:

- Public services, with particular emphasis on public safety, will be maintained at the highest level possible under current economic and budget conditions.
- The millage rate supporting general operations will not be increased.
- General Fund fund balance shall not be reduced, being maintained at \$5.1 million.

**RESPONSE TO BUDGET DIRECTIVES** – The adopted budget for 2014/15 reflects a millage rate of 15.04 mills which is a 0.04 decrease from the fiscal year 2013/14 millage rate of 15.08 mills. No public service eliminations or major reductions are anticipated under this adopted budget. Finally, General Fund fund balance of \$5.1 million is maintained.

## General Directives

The City Council also anticipates that the following associated directives will be considered as staff addresses other financial concerns in fiscal year 2014-2015:

- The City of Midland will report at least biannually on continued efforts to reduce accumulated deficits within enterprise recreation funds.
- The City of Midland will undertake efforts to establish the Midland SmartZone.
- The City of Midland will be an active partner with other local public and private entities in developing a community wide strategic plan.
- Over the course of FY 14-15 City Council will be apprised of the operation and performance of the Equipment Revolving Fund, the status of existing tax increment financing districts within the city, performance of the Industrial Facilities Tax exemption policy, and organization based performance measurement efforts.

RESPONSE TO GENERAL DIRECTIVES – Beginning in the fourth quarter of FY 13-14 Council will receive biannual reports from Billy Casper Golf, the private contractor operating Currie Golf Course. In addition, Council will receive biannual staff reports regarding operations at the Midland Civic Arena beginning in the first quarter of FY 14-15.

On April 28, 2014 the City Council will conduct a public hearing on a Tax Increment Financing Plan & Development Plan as well as boundary amendments of the Authority District of the Local Development Finance Authority. Adoption of these provisions will have the practical effect of establishing the Midland SmartZone.

The City of Midland is an active participant on the Midland Community Success Panel which is working with outside facilitators to conduct a series of strategic planning workshops. The process is called *Midland: Exploring Our Future* and it has the potential to determine initiatives for the Greater Midland Area and will help determine how energies and resources should be allocated in the future. Other participants in this endeavor include; the Dow Corning Corporation, United Way of Midland County, Midland Center for the Arts, The Dow Chemical Company, Northwood University, Midland Downtown Development Authority, Midland Area Community Foundation, Chemical Bank East Region, MidMichigan Medical Center Midland, Midland County ESA, Midland Public Schools, the Midland Area Chamber of Commerce, and Midland Tomorrow.

Staff is in the process of scheduling presentations on the operation and performance of the Equipment Revolving Fund, the status of existing tax increment financing districts within the city, performance of the Industrial Facilities Tax exemption policy, and organization based performance measurement efforts.

## BUDGET CONSOLIDATION

This schedule provides a fund-level comparison of previously adopted City budgets, to the 2014/15 adopted budget. Gross total expenditures are provided for each fund, and then inter-fund transactions are removed at the bottom half of the schedule to avoid duplicate reporting.

Fund	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted
General	\$ 37,046,585	\$ 38,716,993	\$ 39,699,704	\$ 40,722,206	\$ 41,633,533
Major Street	4,118,475	9,608,242	5,701,791	5,533,280	6,521,267
Local Street	2,717,158	2,757,461	3,188,234	2,822,717	3,236,307
Center City Authority	-	-	-	13,000	8,900
Storm Water Management	609,901	739,191	851,092	693,246	858,293
Grace A. Dow Library	3,829,298	3,750,052	3,767,701	3,833,912	3,951,325
CDBG	373,320	535,454	430,715	404,465	329,355
Special Activities	80,070	56,540	118,535	152,798	129,000
Housing	202,000	200,000	264,800	264,800	256,800
Dial-A-Ride	1,853,331	1,802,909	1,838,401	2,013,017	2,616,017
Midland Community Television	509,710	554,076	594,128	640,240	1,015,456
DDA	406,724	465,803	527,118	552,788	490,309
Debt Service	2,460,907	2,468,971	2,480,254	2,499,698	2,499,775
Civic Arena	1,801,680	1,658,172	1,288,377	1,312,230	1,312,943
Landfill	4,056,982	2,839,671	2,971,195	4,505,993	3,561,852
Washington Woods	1,581,821	1,606,204	1,583,906	1,638,181	1,742,892
Riverside Place	1,671,510	1,832,893	1,919,556	1,804,759	1,949,273
Currie Municipal Golf Course	1,254,440	1,287,558	1,327,834	1,296,038	1,111,332
Parking	146,085	159,773	158,463	156,774	163,136
Wastewater	6,528,868	6,454,746	6,593,460	6,659,094	7,976,045
Water	10,395,515	9,844,128	10,171,482	10,902,603	11,666,468
Stores Revolving	-	-	-	927,181	1,342,795
Information Services - Operations	1,405,498	1,283,232	1,287,905	1,336,083	1,236,473
Information Services - Computer Rental	182,260	-	-	-	-
Geographic Information Systems	354,977	303,490	746,799	-	-



## BUDGET CONSOLIDATION (cont.)

Fund	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted
Equipment Revolving	3,872,228	4,783,155	4,318,902	4,465,447	4,702,599
Municipal Service Center	572,683	548,456	560,888	309,719	496,542
Municipal Service Annex	23,609	21,614	22,459	22,269	66,618
Renewable Energy Services	273,589	885,000	989,149	1,048,986	1,137,184
Property/Liability Insurance	853,391	797,564	757,100	777,769	763,825
Special Assessment Revolving	123,000	108,485	73,000	18,000	676,000
Health Insurance	10,800,000	9,257,000	9,441,900	8,889,200	9,339,285
Subtotal	<u>100,105,615</u>	<u>105,326,833</u>	<u>103,674,848</u>	<u>106,216,493</u>	<u>112,791,599</u>
Eliminations:					
Interfund Transfers	6,160,575	7,127,286	7,908,550	8,192,675	9,100,074
Administrative Charges	2,424,626	2,347,966	2,124,657	2,098,117	2,277,084
Building/Equipment Rental	4,263,855	4,178,946	4,010,802	4,243,099	4,461,963
Information Services Charges	1,367,197	1,343,520	1,334,740	1,334,280	1,334,740
Insurance Charges	10,413,940	9,594,010	9,219,600	8,772,150	8,725,086
Total Eliminations	<u>24,630,193</u>	<u>24,591,728</u>	<u>24,598,349</u>	<u>24,640,321</u>	<u>25,898,947</u>
Consolidated Budget	<u>\$ 75,475,422</u>	<u>\$ 80,735,105</u>	<u>\$ 79,076,499</u>	<u>\$ 81,576,172</u>	<u>\$ 86,892,652</u>

The City's consolidated budget is increasing over the 2013/14 adopted budget by approximately \$5.3 million. The primary contributors to this increase include: a net increase to capital spending of \$2,595,231; a 2.6% increase in personnel costs of \$1,372,036; anticipated increases in fuel, natural gas, and electricity costs; additional funding for the Emerald Ash Borer remediation project; and the long-term accrual of additional landfill-closure costs as required by the State's new formula.

## PROPERTY TAXES

The City Council has authority for the 2014-15 fiscal year to levy a tax rate of up to 21.87 mills without a vote of the citizens, as indicated below:

<u>Authority</u>	<u>Millage Rate</u>
City Charter	17.87 mills*
Library Statutory	1.00 mills
Solid Waste Authority	3.00 mills
<b>TOTAL</b>	<b>21.87 mills</b>

*\*18 mills authorized by Charter have been reduced by the state constitution (Headlee Amendment) to 17.87 mills. The City may also levy taxes in excess of the Charter to meet annual minimum funding requirements for the police and fire pension system.*

The total millage rate adopted for 2014-15 is 15.04 mills, including 0.28 of a mill for voter-approved debt service, and 1.18 mills for police and fire pension system minimum funding requirements as provided by Michigan Public Act 345. The total millage rate for the previous years was 15.08 mills.

The following table presents comparisons of the adopted property tax rate with those of preceding years:

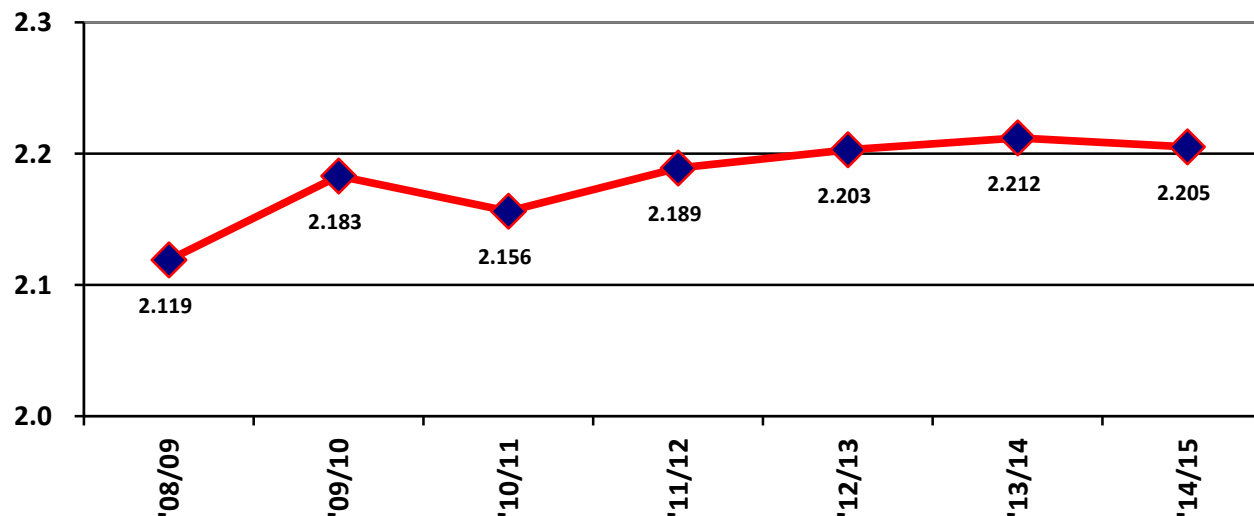
<u>Charter Operating Millage</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>
General Operations	11.49	12.54	12.55	12.31	12.18	12.35	12.30
Storm Water Management	<u>0.21</u>	<u>0.13</u>	<u>0.12</u>	<u>0.13</u>	<u>.23</u>	<u>.23</u>	<u>.28</u>
Subtotal	11.70	12.67	12.67	12.44	12.41	12.58	12.58
Library Operations - statutory	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Public safety pension – statutory	-	-	-	1.06	1.09	1.22	1.18
<b><u>Voter Approved Debt Millage</u></b>							
Sanitary Sewer Improvement	<u>0.29</u>	<u>0.27</u>	<u>0.27</u>	<u>0.29</u>	<u>0.29</u>	<u>0.28</u>	<u>0.28</u>
<b>TOTAL CITY MILLAGE</b>	<b>12.99</b>	<b>13.94</b>	<b>13.94</b>	<b>14.79</b>	<b>14.79</b>	<b>15.08</b>	<b>15.04</b>

As the table above shows, the City's millage rate has increased over time from 12.99 mills in 2008/09 to a high of 15.08 mills for the current year.

## PROPERTY TAXES (cont.)

**Rate of Growth of Property Tax Base:** In preparing the City's tax roll each year, the City Assessor is required to consider many factors that impact property valuation including but not limited to additions and deletions to property, reductions for depreciation and obsolescence, adjustments due to market conditions, adjustments due to tax appeal settlements, and the effect of Proposal A on property held from the previous year. Proposal A (a 1994 amendment to the state constitution) requires that the increase in taxable value on held property be capped at the Consumer Price Index or 5%, whichever is less. For the 2014 tax year the Proposal A cap is 1.6%. In addition, recently legislation provides that commercial entities who at 12/31/13 hold personal property valued at a true cash value of \$80,000 or less, in total, are exempt from paying property taxes on that property. Accordingly, 737 personal property parcels, for approximately \$7.7 million of taxable value is exempted from the 12/31/13 tax roll. As a result of all these factors, the City's net taxable value decreased by .29% from \$2,211,705,284 to \$2,205,390,319. Specific data from the City Assessor indicate that for values before exemptions, as reported on the schedule of Taxable Values within this document, utility property values decreased 2.23%, commercial property values increased 1.53%, residential property values increased 1.04%, and industrial property values decreased .88%.

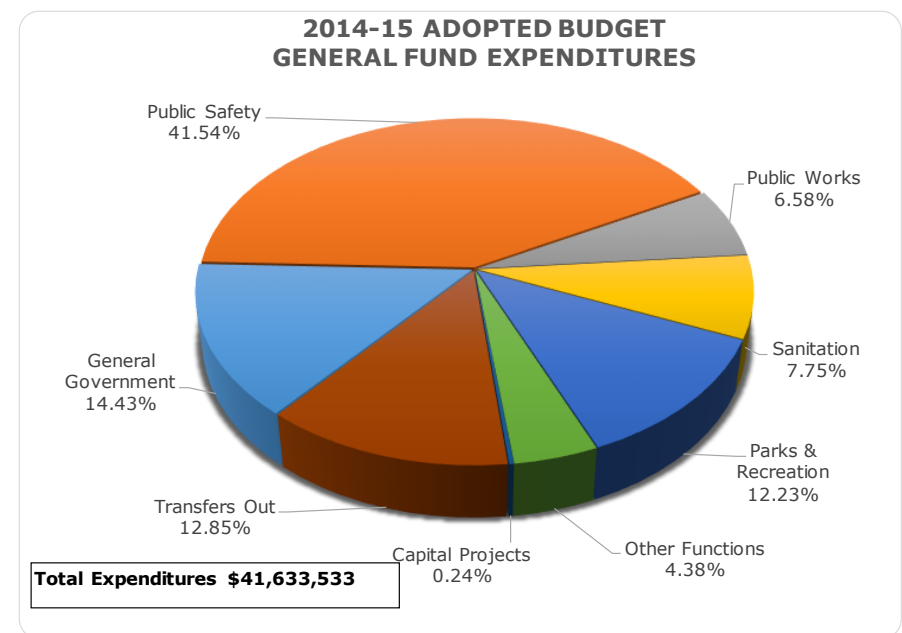
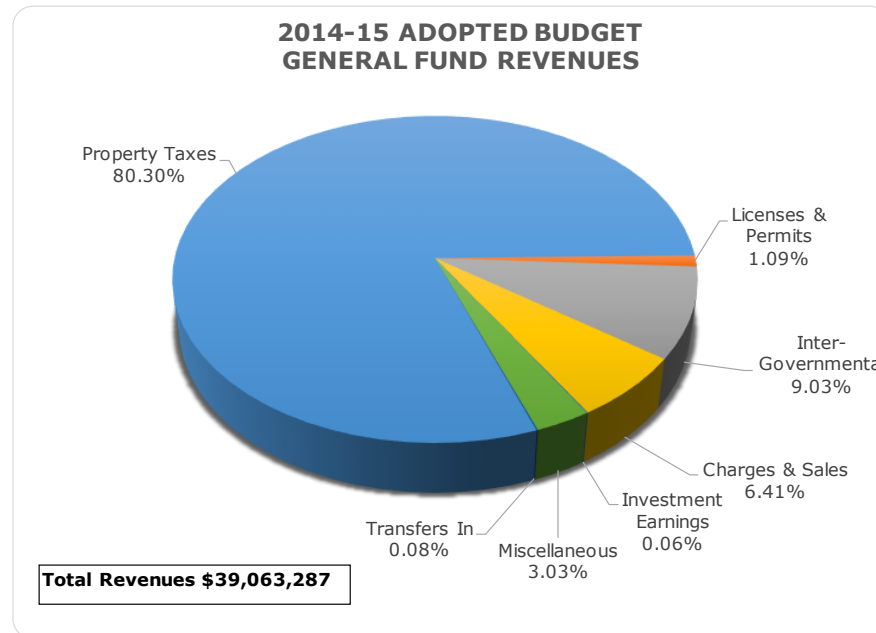
The line graph below illustrates the City's net taxable value, in billions of dollars, for the year of the adopted 2014/15 budget, as well as the past six years.



## FINANCIAL TRENDS

The following charts illustrate adopted revenues and expenditures by type for many of the significant funds of the City.

### GENERAL FUND



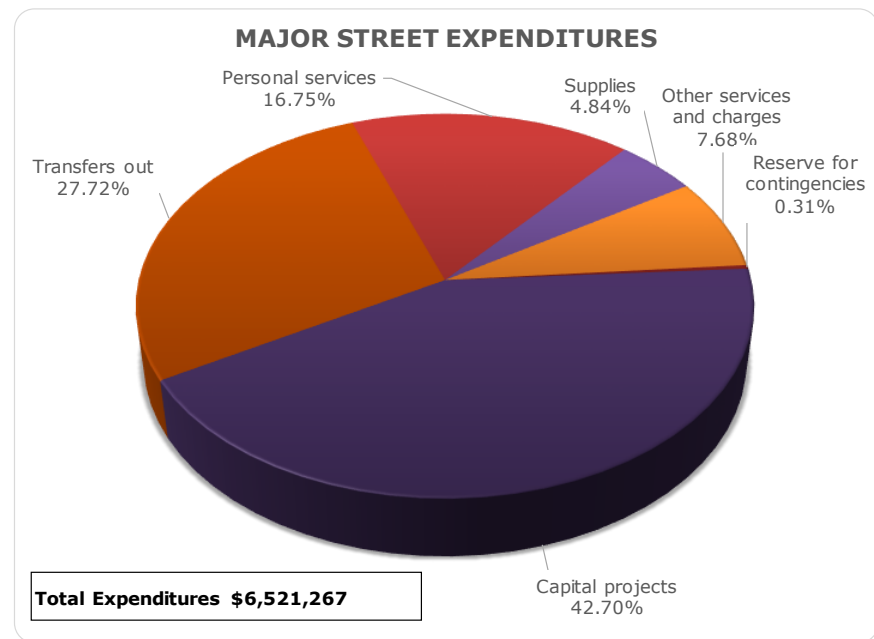
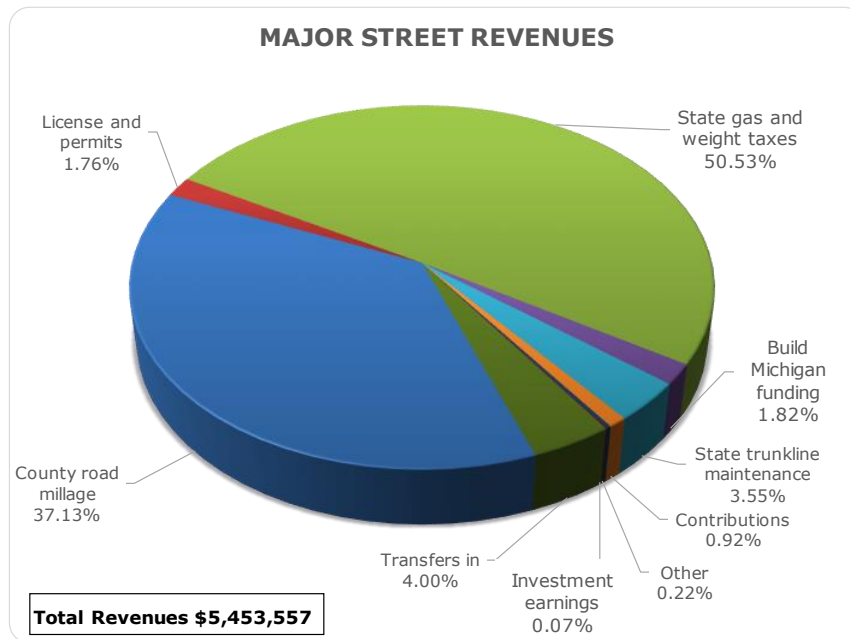
Property taxes continue to be the largest source of revenue for the General Fund, providing over 80% of the budgeted resources for the 2014/15 fiscal year. Intergovernmental revenue, which includes state shared revenue, federal and state grants provide the next largest amount at 9.03%.

The City of Midland continues to receive national recognition as being a safe place to live, rating the 61<sup>st</sup> safest City in America, according to the 2013 poll by Neighborhood Scout. This does not happen without substantial support of the public safety departments. Accordingly public safety, which includes police, fire, planning, and building inspection will consume 41.54% of the City's General Fund Budget in 2014/15. The adopted budget maintains a General Fund fund balance of \$5.1 million, or 12.2% of annual expenditures.

More detailed information on the General Fund begins on page 27.

## FINANCIAL TRENDS (cont.)

### MAJOR STREET FUND



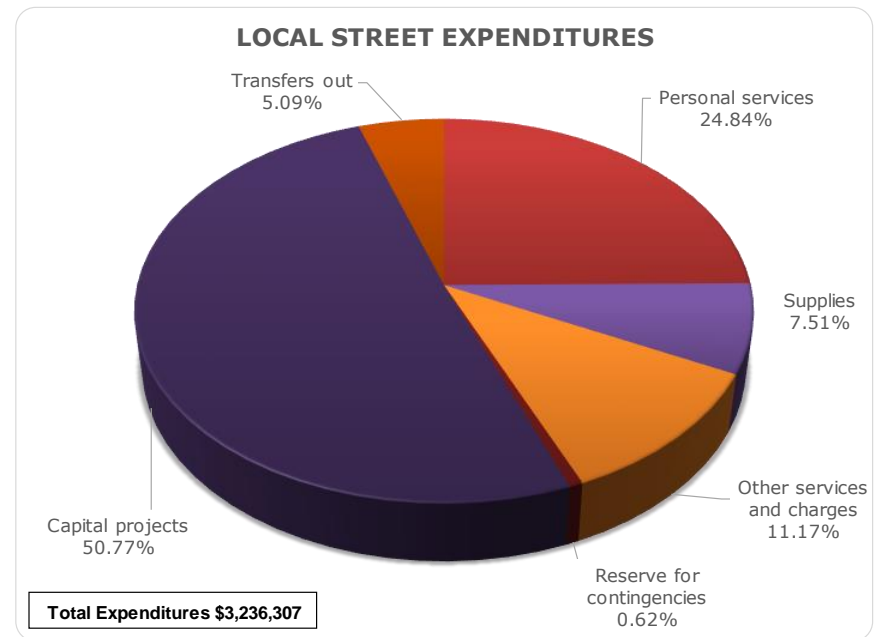
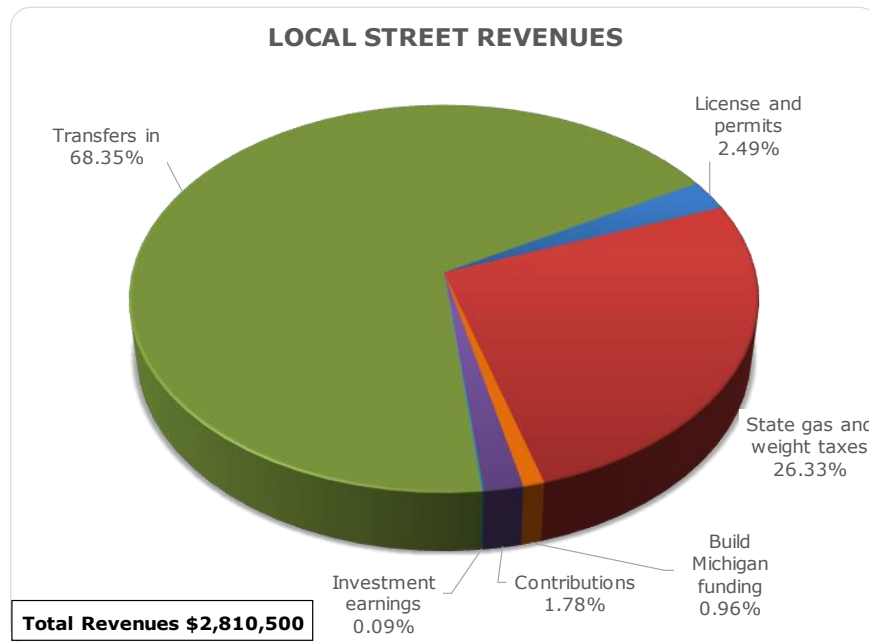
The Major Street Fund accounts for activity relating to the construction and maintenance of all major streets and State trunk lines within the City. Its primary sources of revenue include gas and weight taxes distributed by the State of Michigan, and a one-mill County-wide road millage that is distributed to the local units within Midland County to fund street construction and maintenance activities.

Capital projects represent over 40% of the adopted 2014/15 budgeted expenditures and primarily funds activities related to reconstructing existing roadways, and installing new traffic signs and signals. Each year a portion of the County-wide millage is shared with the Local Street Fund, as well as approximately 25% of the Major Street gas and weight taxes received from the State. For 2014/15 those two amounts will total \$1,688,000 and is included with Operating Transfers on the expenditures pie chart above.

More detailed information on the Major Street Fund begins on page 166.

## FINANCIAL TRENDS (cont.)

### LOCAL STREET FUND



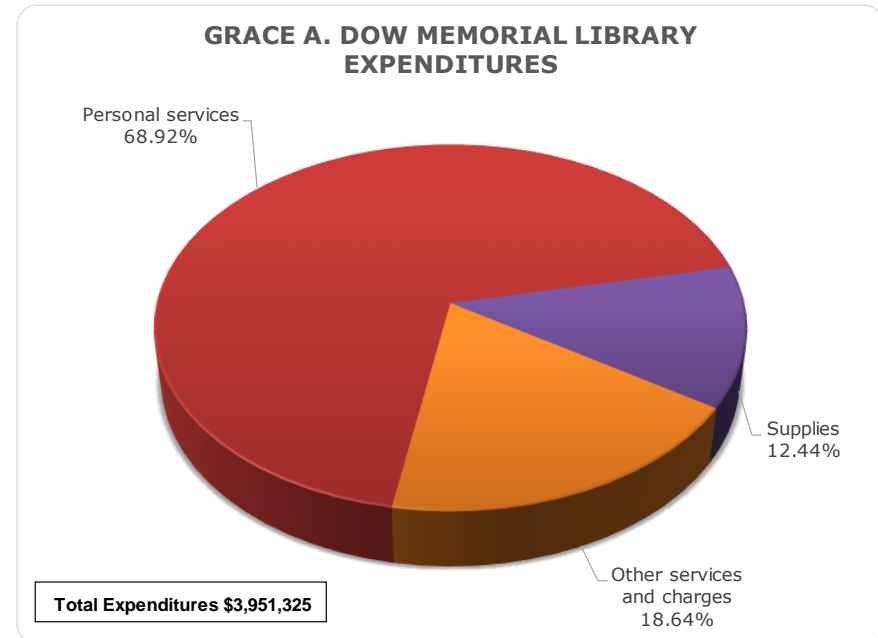
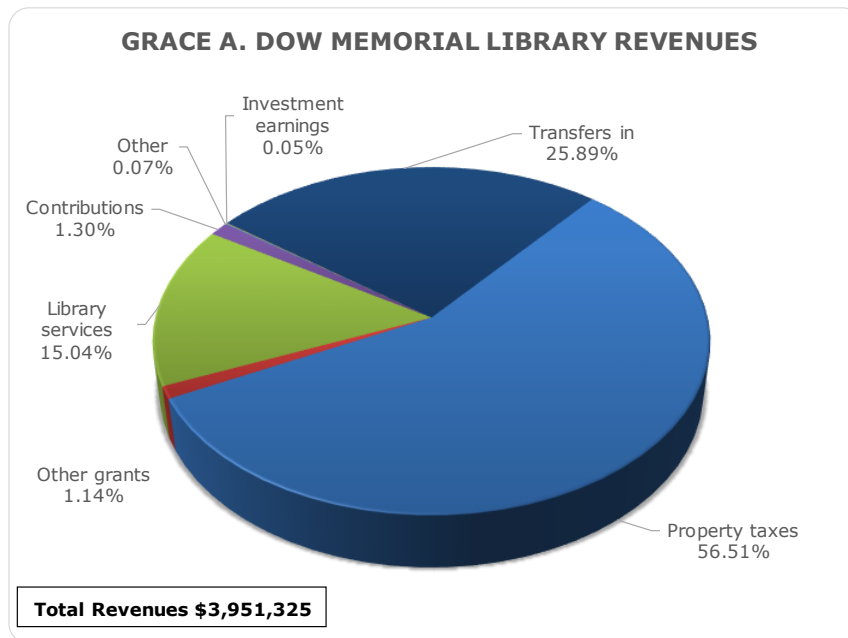
The Local Street Fund accounts for maintenance and construction activities of streets designated by the Michigan Department of Transportation as local streets. Typically these types of streets include side streets or neighborhood streets. Similar to the Major Street Fund, the Local Street Fund receives gas & weight taxes distributed by the State of Michigan. Each year the Major Street transfers to the Local Street approximately 25% of its gas & weight tax, as well as a portion of a one-mill County-wide road millage dedicated to street construction and maintenance. For 2014/15 these two amount total \$1,688,000 and are included with Operating Transfers on the revenues pie chart above. The City of Midland maintains over 160 miles of local streets.

The 2014/15 adopted budget provides for \$1,643,000 in road reconstruction.

More detailed information on the Local Street Fund begins on page 166.

## FINANCIAL TRENDS (cont.)

### GRACE A. DOW MEMORIAL LIBRARY FUND



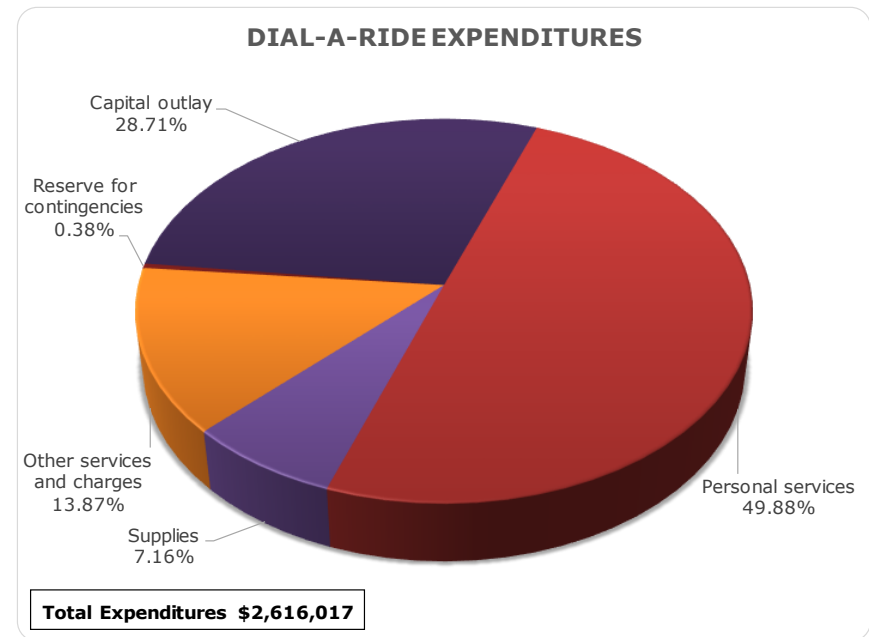
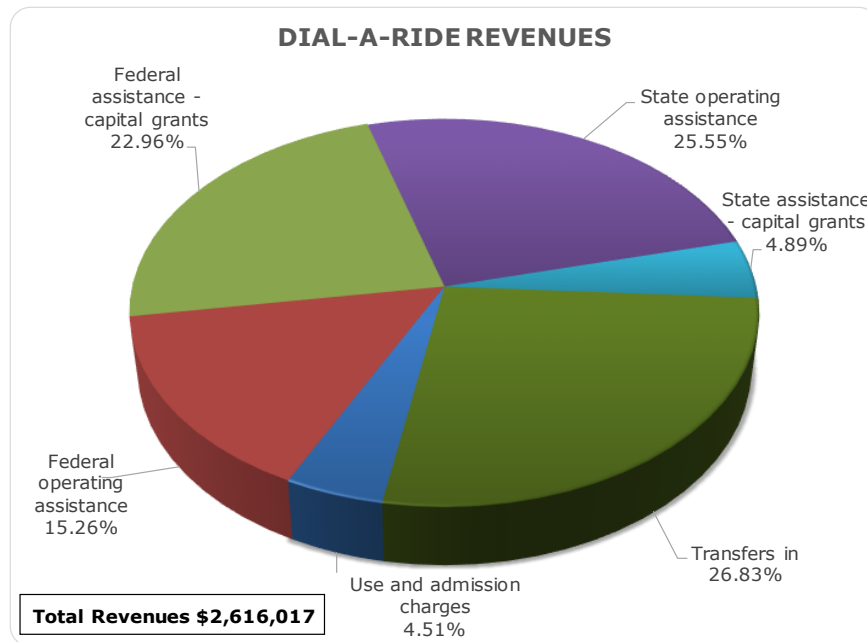
The Grace A. Dow Memorial Library Fund accounts for all activities associated with the operations of that Facility. Primary revenue sources include a 1-mill property tax levy (approximately \$2.2 million), library services revenue, and an annual General Fund contribution as needed to balance the budget.

Of the adopted 2014/15 budgeted expenditures of \$3,951,325, approximately 69% will pay personnel costs to staff the facility and provide the related programs and services to the Citizens of Midland, as well as surrounding townships within the County.

More detailed information about the Grace A. Dow Library starts on page 184.

## FINANCIAL TRENDS (cont.)

### DIAL-A-RIDE FUND



The Dial-A-Ride Fund accounts for the City's Dial-A-Ride transportation system. This system provides demand response curb-to-curb transportation services within the City limits, six days a week.

Approximately 69% of the 2014/15 adopted expenditures will be funded by Federal and State grants. About 5% of the required funding will come from program revenue, and the remaining amount needed to balance the budget will come from the City's General Fund budget.

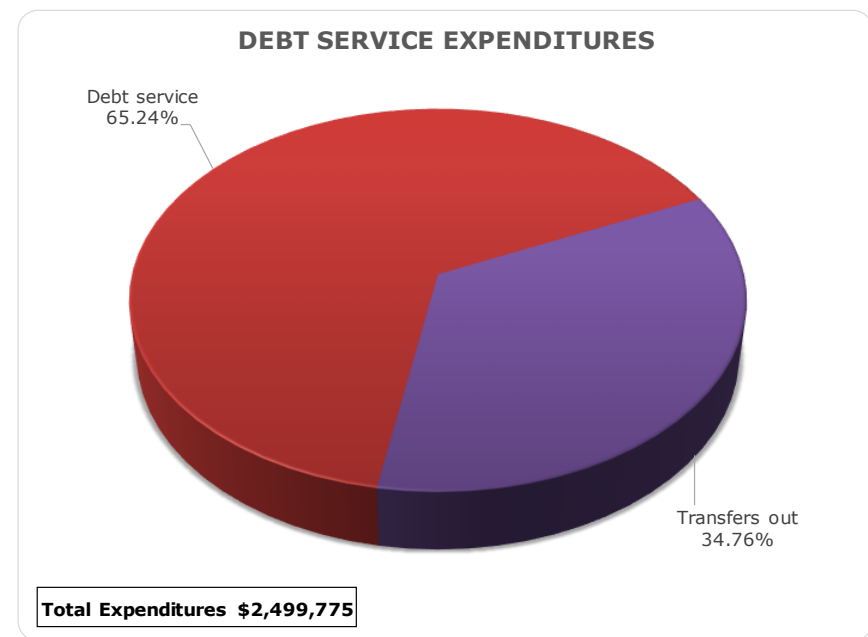
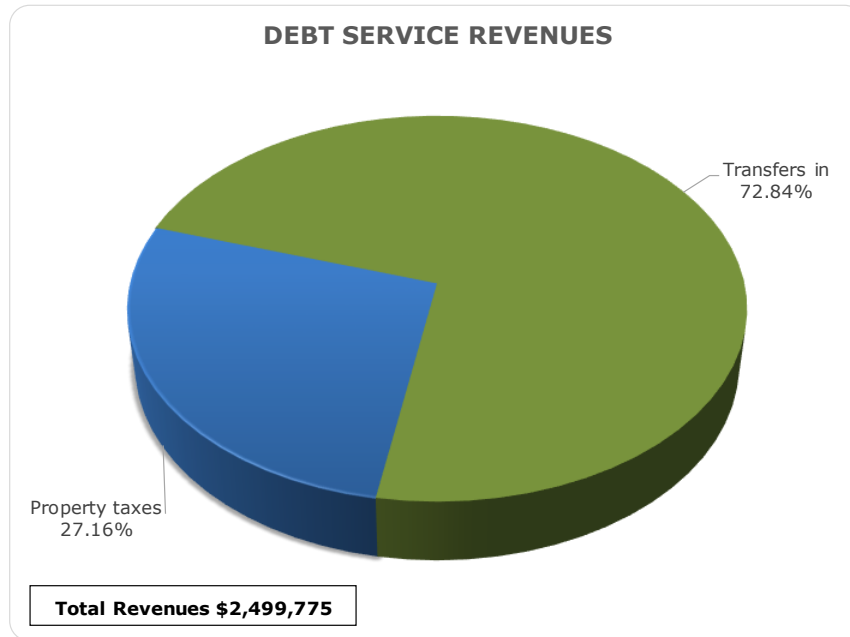
The adopted capital expenditures for 2014/15 include the replacement of eight buses, and security improvements to three bus shelters and the bus facility.

More detailed information on the City's Dial-A-Ride program starts on page 204.



## FINANCIAL TRENDS (cont.)

### DEBT SERVICE FUND

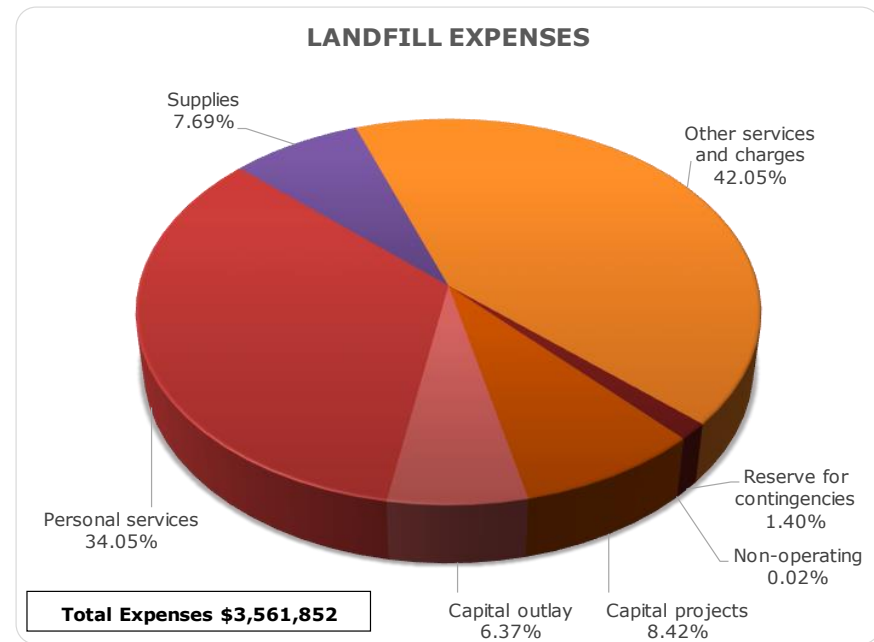
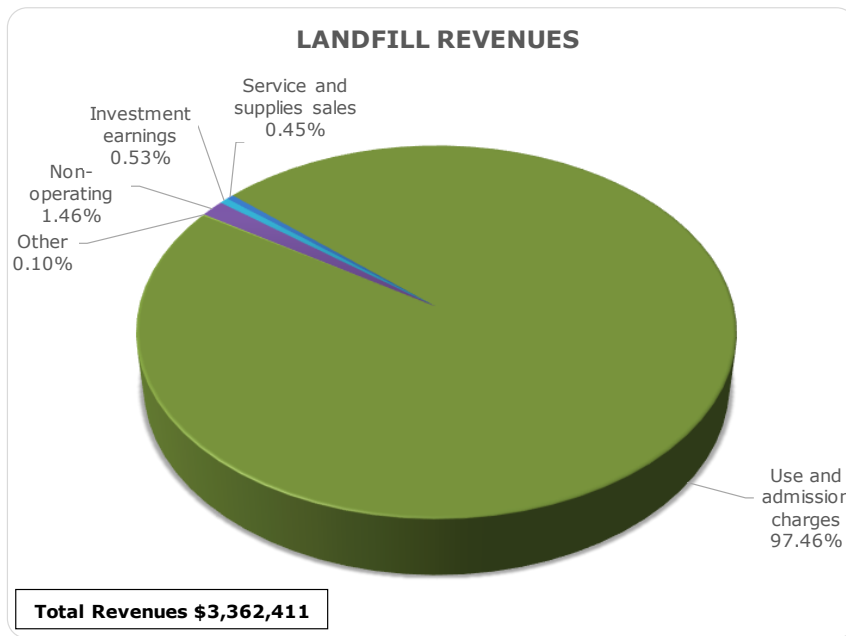


The Debt Service Fund accounts for the accumulation of governmental resources and the payment of general obligation bond principal and interest. The City's adopted 2014/15 millage rate includes .28 mills which will generate approximately \$679,000 that will be recorded in this fund to pay 60% of the interest and principal on the 2005 Sanitary Sewer Refunding Bonds. In addition, the General Fund will transfer from its operating revenue approximately \$190,000 to pay 60% of the 2001 State Revolving Fund Bonds interest and principal, and \$1.63 million to pay judgment bond interest and principal related to a 2007 tax appeal settlement.

More detailed information on the City's Debt Service Fund and its annual debt requirements starts on page 221.

## FINANCIAL TRENDS (cont.)

### SANITARY LANDFILL FUND



The Sanitary Landfill Fund accounts for the operation and maintenance of the City's Landfill.

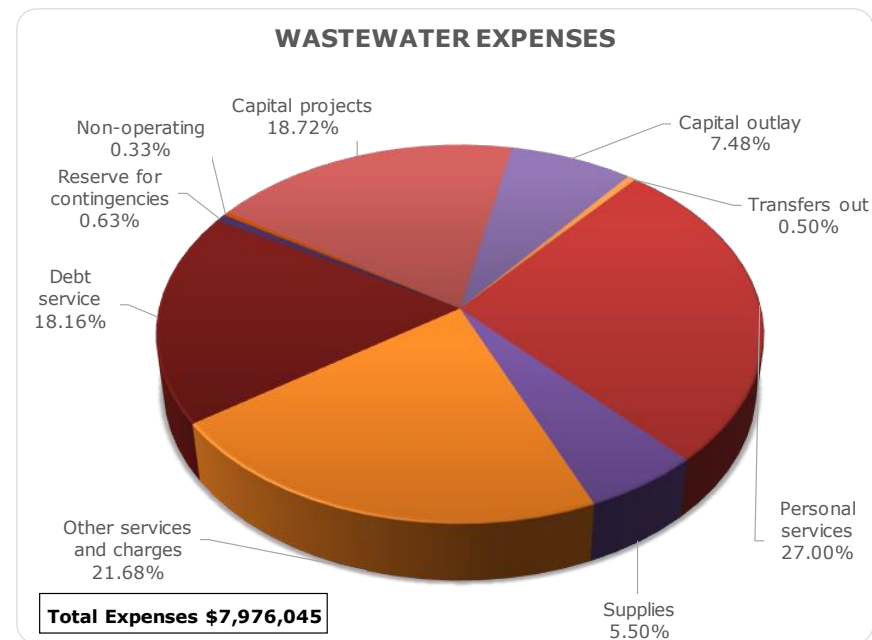
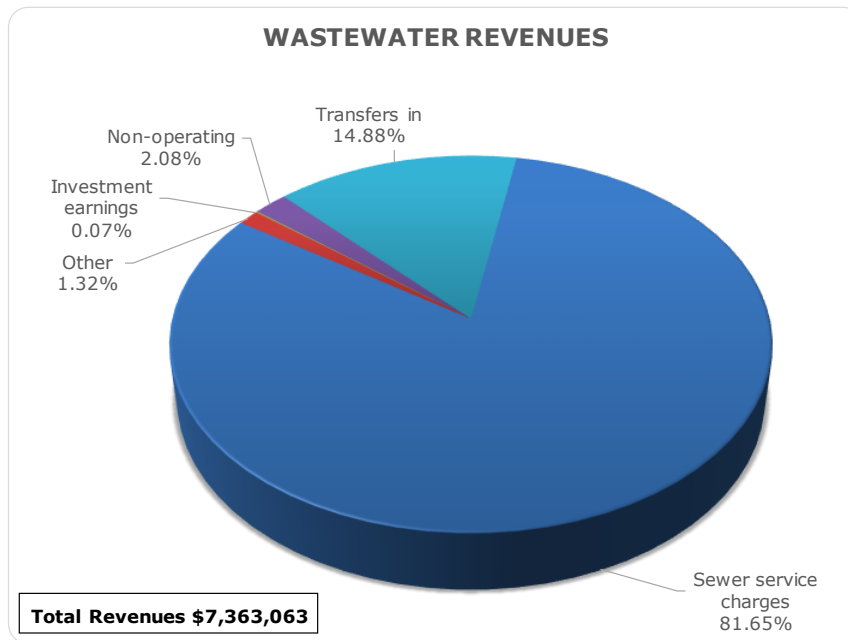
The primary source of revenue is tipping fees from vehicles dropping off various types of garbage and waste, including those collected at curb-side by the City's sanitation department.

While the Landfill annually spends a significant amount on capital items and projects, it is able to fund these costs from accumulated working capital. Therefore, no debt services costs are included in the Landfill budget.

More detailed information on the City's Sanitary Landfill Fund starts on page 232.

## FINANCIAL TRENDS (cont.)

### WASTEWATER FUND



The Wastewater Fund accounts for operation and maintenance of the City's sewage disposal system, capital additions to the system, and the retirement of previously issued debt associated with system improvements.

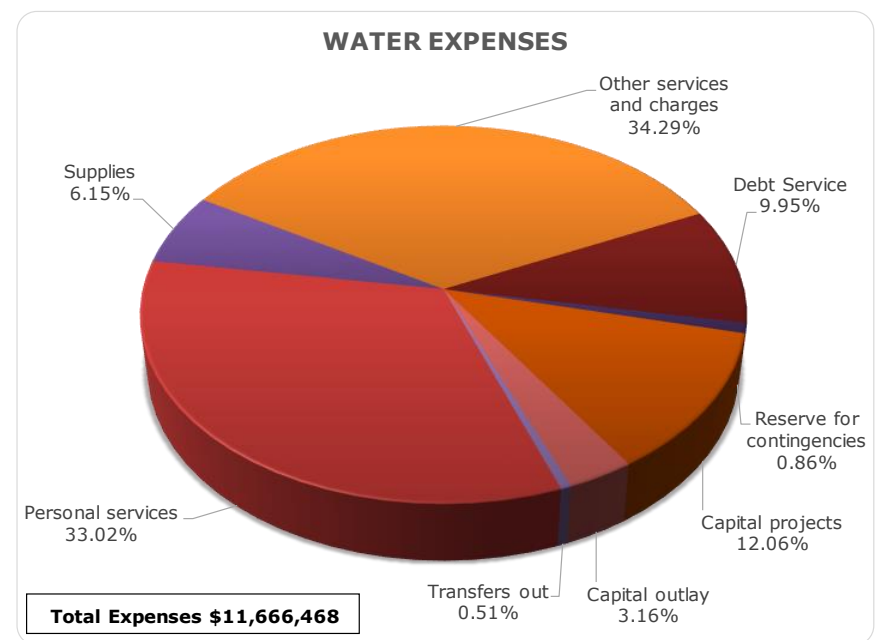
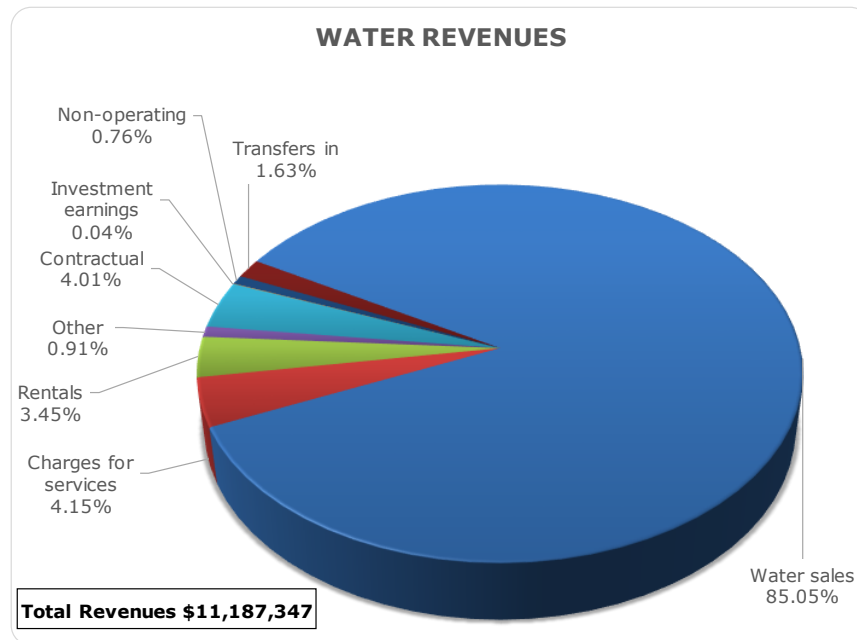
User fees charged to customers represent about 82% of revenue. The Fund also receives a transfer in from the Debt Service Fund for a portion of interest and principal payments that are funded by a special voter approved millage, approximately 60%, with the remainder being paid from Fund revenues. The entire debt service requirement is included in the Fund's expenditure budget.

The adopted 2014/15 Wastewater Fund budget includes a 3% rate increase, effective July 1, 2014. The rate increase for last year was 5%.

More detailed information on the City's Wastewater Fund starts on page 261.

## FINANCIAL TRENDS (cont.)

### WATER FUND



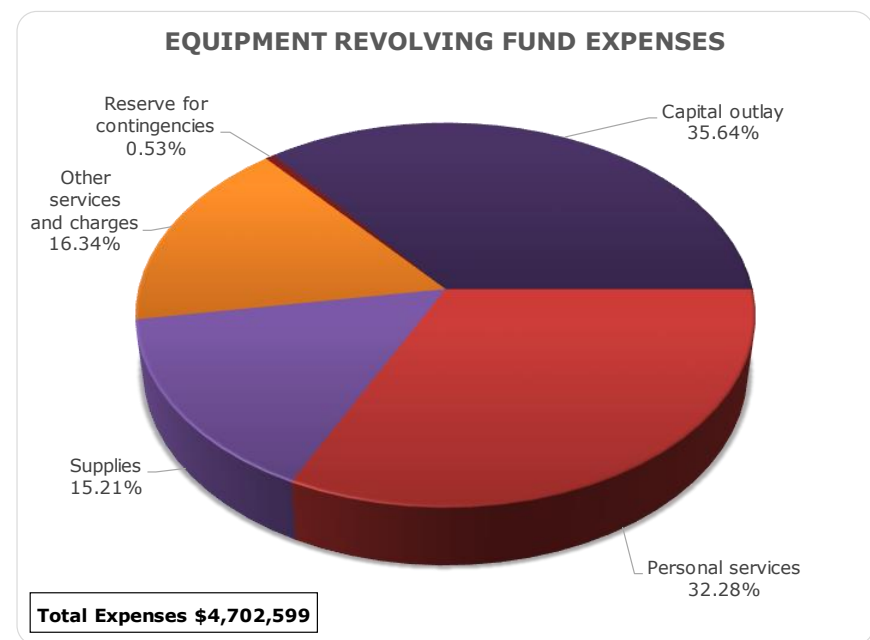
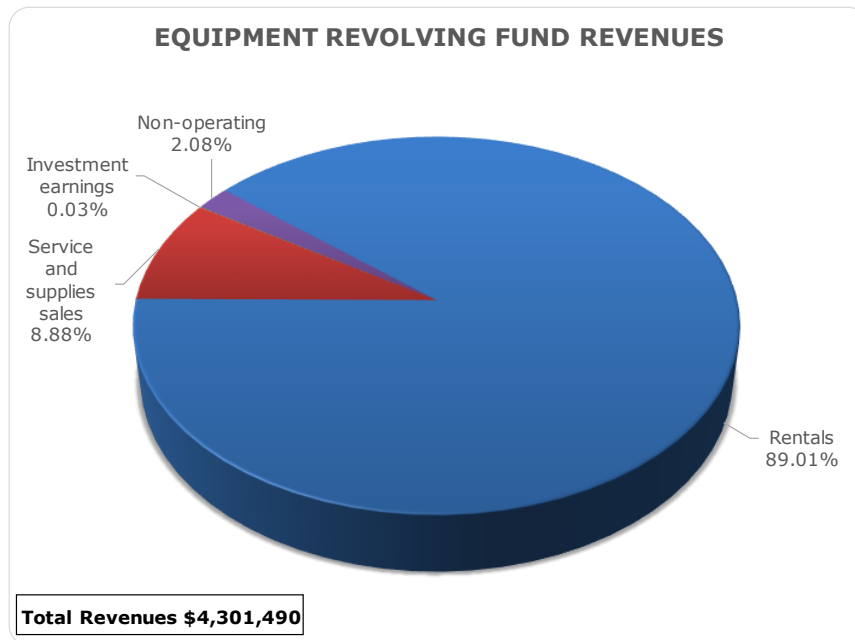
The Water Fund is the City's second largest fund, with the General Fund being the largest. It accounts for the operation, maintenance, and capital investment of the City's water supply system. Neighboring townships also purchase water from the City.

Approximately 67% of revenue comes from filtered water sales. Industrial water sales make up most of the remainder. The adopted 2014/15 Wastewater Fund budget includes a 2% rate increase effective July 1, 2014. Last year's rate increase was 3%.

More detailed information on the City's Water Fund starts on page 269.

## FINANCIAL TRENDS (cont.)

### EQUIPMENT REVOLVING FUND



The Equipment Revolving Fund accounts for the purchase and maintenance of City-owned vehicles and equipment that are rented to departments throughout the City.

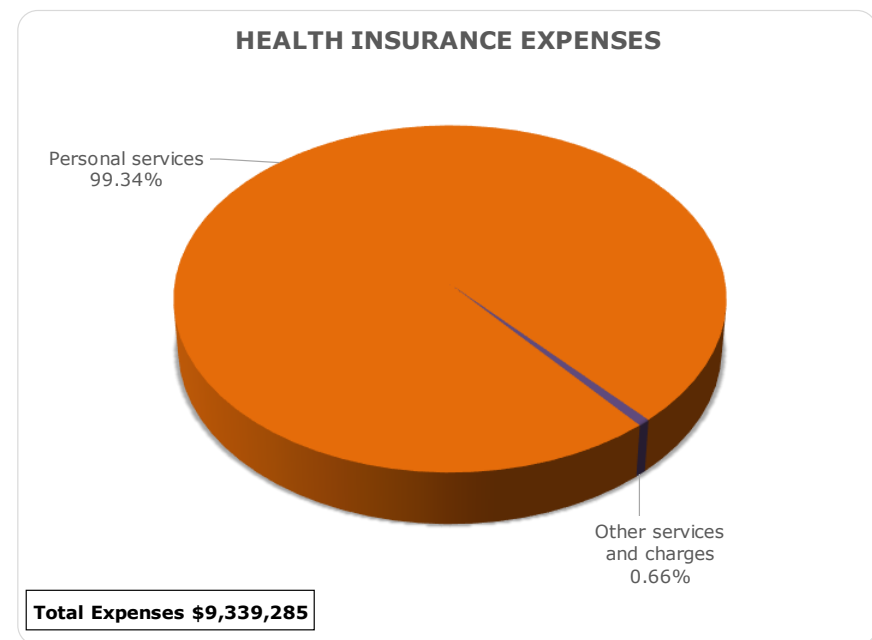
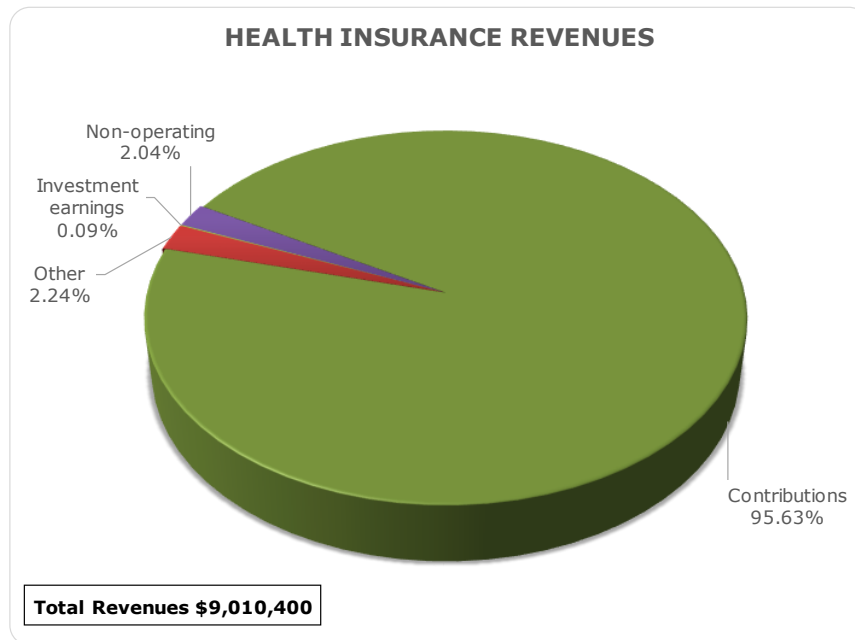
Equipment rental to other departments is the primary source of revenue.

As adopted in the 2014/15 budget, the replacement of vehicles and equipment will consume about 36% of the Fund expenditures, while labor costs will consume another 32%.

More detailed information on the City's Equipment Revolving Fund starts on page 289.

## FINANCIAL TRENDS (cont.)

### HEALTH INSURANCE FUND



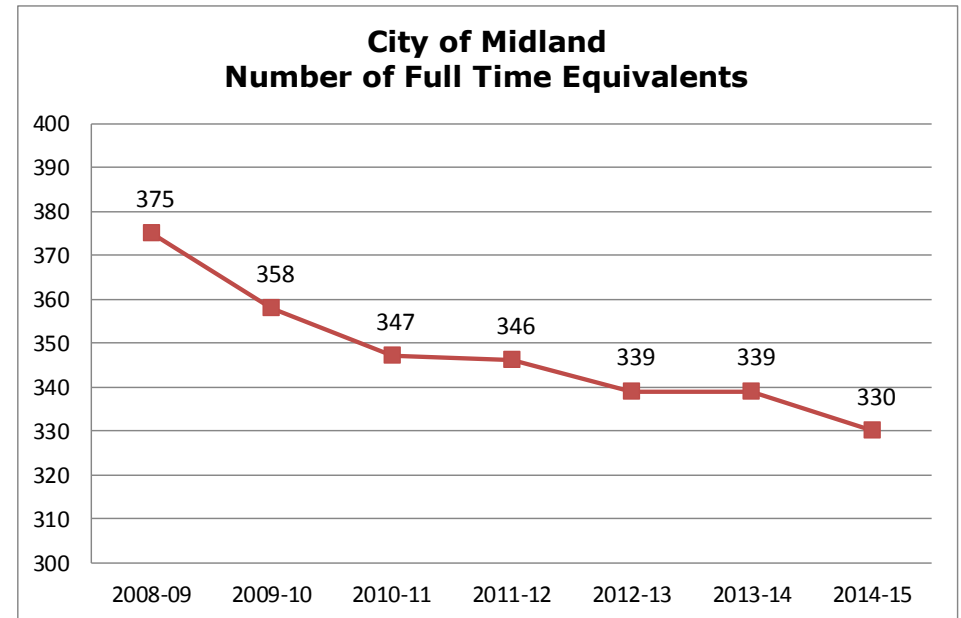
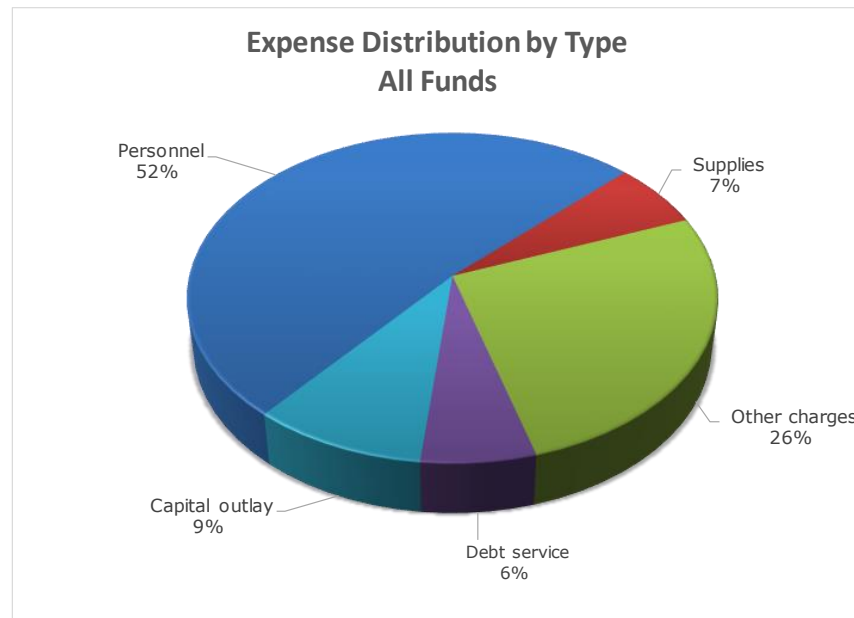
The Health Insurance Fund accounts for revenues and expenses of the City's self-insured health insurance program along with the contributions to the Municipal Employee Retirement System trust to fund postemployment health care benefits.

Due to favorable claims experience, this fund has been able to accumulate savings, some of which are passed on to the City's departments in the form of reduced premiums.

More detailed information on the City's Health Insurance Fund starts on page 313.

## Personal Services

As a service organization, personnel costs are a significant part of operating costs, throughout the City. The following chart shows the distribution of actual expenses, by expense type as a percentage, based on the average of the fiscal years 2010 through 2013. Personnel costs average 52% of total expenses. The adopted budget for the 14/15 includes personnel costs at 53% of total expenses.



## Number of authorized positions

The number of full time positions has significantly declined over the past six years, and will decrease again for 2014/15. The primary reason for the decrease next year is the decision to contract out the operations of the Currie Golf course to Billy Casper Golf. As part of that transition four full-time employees were transferred to other vacant positions elsewhere within the City, two full-time employees were hired by Billy Casper, and one full time position was converted to seasonal with Billy Casper.

### ***Performance Measurement and Benchmarking***

Key Departmental Trends and Performance Objectives are available on the *Performance Measurement Dashboard* on the *City Government at a Glance* website. To view this information click the following link: [Performance Dashboard](http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm), or go to: <http://www.midland-mi.org/government/manager/PerfMeasure/PerfMeasure.htm>.

### **RECOMMENDATION**

It is recommended that copies of this adopted budget be placed on display in the City Clerk's Office at City Hall and at the Grace A. Dow Memorial Library for public examination. In addition, the entire document can be viewed on the City's web site, [www.midland-mi.org](http://www.midland-mi.org).

We wish to remind Councilmen of the following public hearings and budget study work session that were set by Council. These meetings were televised on MGTV, Charter Communications Channel 188 or AT&T's U-verse channel 99, to provide our citizens with as many opportunities as possible to view and participate in the City's budget process.

- Monday, April 21, 2014 City Council budget work session (special meeting).
- Monday, April 28<sup>th</sup> preliminary public hearing on proposed budget (regular meeting).
- Monday, May 12<sup>th</sup> charter required public hearing on proposed budget (regular meeting).
- Monday, May 19<sup>th</sup> adoption of the budget by City Council (regular meeting).

It should also be pointed out that good fiscal management dictates that you wait to set the tax rate until the County Board of Commissioners meets to officially equalize property values for Midland County. This meeting is tentatively scheduled for April 15, 2014.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Jon Lynch".

Jon Lynch, AICP ICMA-CM  
City Manager



### Future Year Projection Synopsis

The City's annual budget process has historically consisted of amending the current year's budget and proposing one for the next fiscal year. This year the City is making a change to provide more forward looking information. Two additional years of financial information is being included with each departmental budget. It is important to note that while these two additional years are "projections", provided for planning purposes; this is not a multi-year budget where City Council is approving rates (i.e., tax millage rate) for beyond the 2014/15 fiscal year.

In order to project what future spending might look like, expenditures were broken down into the major classifications of personnel services, supplies, other charges, capital outlay, reserve for contingencies, debt service, and transfer to other funds. Because significant effort is spent in establishing the budget for the adopted fiscal year, the 2014/15 adopted budget was used as the baseline to project forward. Historical patterns were evaluated in order to assist in projecting forward to 2015/16 and 2016/17. From there each department applied their specific hands-on knowledge to adjust the totals based on circumstances of which they were currently aware. A similar approach was applied to revenue projections.

While reviewing the two years of projected information, please consider the following:

- Because expenses have generally been increasing at a higher rate than revenue, many of the projected statements reflect diminishing financial performance.
- There are plans that could be incorporated into the projections to offset the diminishing performance, such as increasing rates, reducing service delivery, or spending down fund balance; however, these are decisions that are to be made by Council after staff has performed its due diligence and provided recommendations for their consideration.
- Consistent with the previous statement, the General Fund projections include **no** changes to staffing levels, service delivery, or millage rates. Property values, revenue streams, and inflation for expenditures have been applied to the current situation based on what is currently known.

Projected negative trends illustrated by forward facing data will be addressed by careful consideration of community priorities in preparation of individual budgets for those specific future years. In other words, forecasts are further refined as the projected dates draw nearer. That process of refinement will allow for recommendations reflective of community expectations and Council directives to produce balanced budgets in specific given years.



## **General Fund**

*for the Fiscal Year Ending June 30, 2015*

**How the City of Midland Allocates Its Money**  
**Combined Summary of Budget Appropriations and Revenues**

**Estimated Revenues by Source**

**General Government**

**Public Safety**

**Public Works**

**Sanitation**

**Parks and Recreation**

**Other Functions**

**Capital Projects**

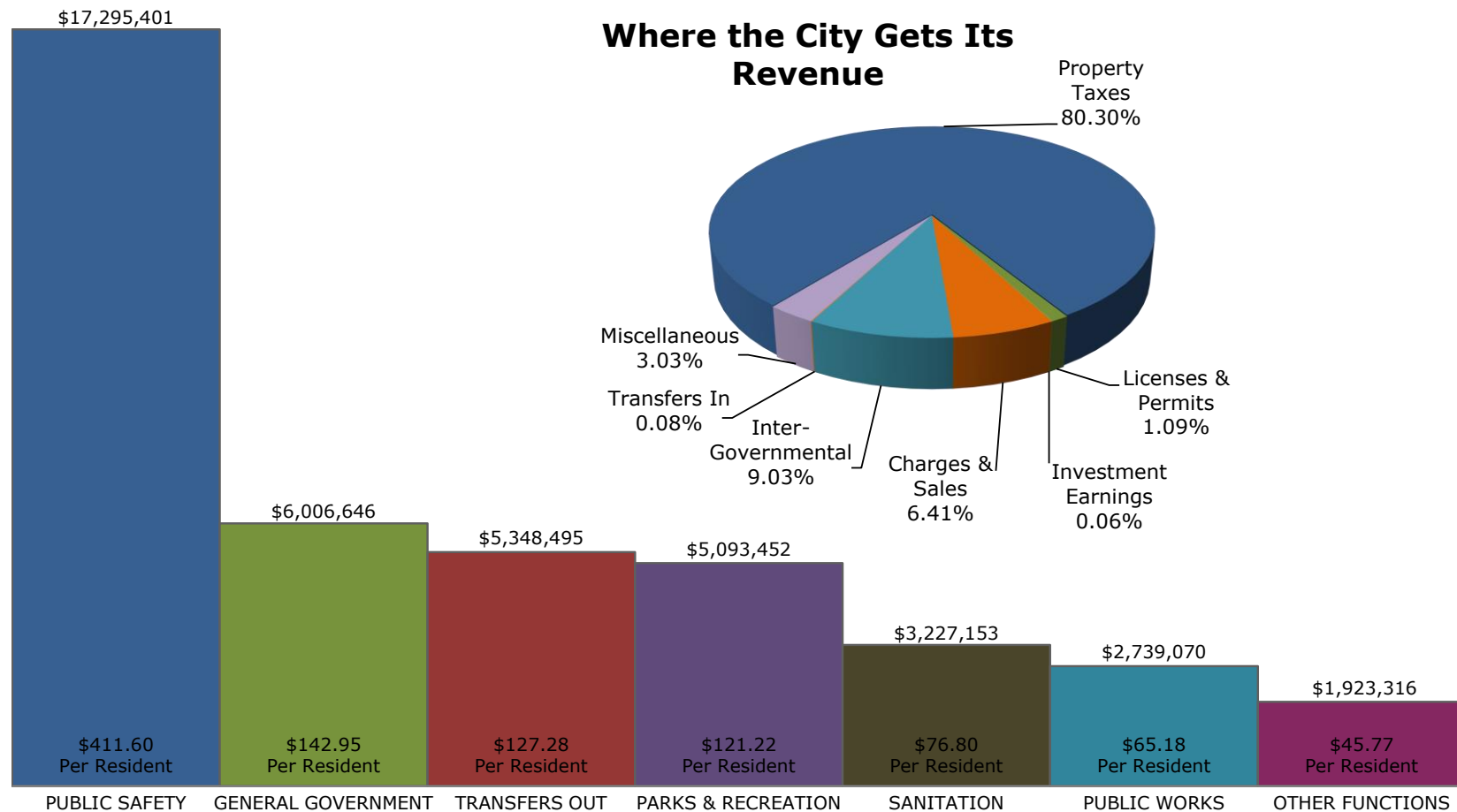
**Reserve for Contingencies**

**Transfers Out**

## How the City of Midland Allocates Its Money

The 2014-15 General Fund Budget is \$41.6 million, which equates to \$990.80 per resident (population 42,020).

The financial information presented here is intended to provide City residents with general information about how the City's revenue is utilized. Detailed information can be found in the budget document. As you will note, 41.54% of the dollars spent are for Public Safety.



# Combined Summary of Budget Appropriations and Revenues

## 101 - General Fund

Combined Summary of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
Property taxes and related	\$ 30,558,999	\$ 31,553,858	\$ 31,815,347	\$ 31,367,678	\$ 31,488,554	\$ 31,759,429
Licenses and permits	494,375	367,620	448,115	427,350	429,894	427,837
Intergovernmental	3,347,781	3,198,379	3,458,447	3,526,536	3,528,482	3,576,496
Charges for services	2,083,906	2,092,915	2,091,732	2,265,950	2,320,212	2,365,474
Use and admission charges	282,394	242,850	268,137	237,110	235,110	235,110
Investment earnings	27,888	50,000	25,000	25,000	25,000	25,000
Other	1,414,479	1,964,344	1,959,368	1,182,663	1,220,186	1,215,099
Transfers in	56,560	32,763	35,482	31,000	31,000	31,000
Total revenues	38,266,382	39,502,729	40,101,628	39,063,287	39,278,438	39,635,445
<b>Expenditures</b>						
General government	5,529,124	5,913,412	5,733,644	6,006,646	6,084,385	6,184,993
Public safety	15,795,478	17,666,706	17,275,418	17,295,401	17,404,665	17,882,716
Public works	3,086,918	2,980,984	2,623,285	2,739,070	2,762,261	2,848,395
Sanitation	2,450,292	2,834,883	3,143,626	3,227,153	3,312,606	3,403,320
Parks and recreation	4,909,958	5,538,936	5,507,389	5,093,452	5,273,258	5,396,541
Other functions	1,421,656	1,415,720	1,409,869	1,423,316	1,438,214	1,432,700
Capital projects	162,313	496,967	521,967	100,000	125,000	125,000
Reserve for contingencies	-	201,915	200,000	400,000	400,000	400,000
Transfers out	4,664,802	5,152,917	5,030,601	5,348,495	5,227,519	5,172,356
Total expenditures	38,020,541	42,202,440	41,445,799	41,633,533	42,027,908	42,846,021
Excess of Revenues Over (Under)						
Expenditures	245,841	(2,699,711)	(1,344,171)	(2,570,246)	(2,749,470)	(3,210,576)
Fund Balance - beginning of year	8,739,237	8,985,078	8,985,078	7,640,907	5,070,661	2,321,191
<b>Fund Balance - end of year</b>	<b>\$ 8,985,078</b>	<b>\$ 6,285,367</b>	<b>\$ 7,640,907</b>	<b>\$ 5,070,661</b>	<b>\$ 2,321,191</b>	<b>\$ (889,385)</b>
Unreserved fund balance	\$ 5,534,249	\$ 4,785,367	\$ 4,785,367	\$ 3,570,661	\$ 821,191	\$ (2,389,385)
Operational savings	1,226,595	-	1,355,540	-	-	-
Encumbrance carryover	724,234	-	-	-	-	-
Reserved fund balance - contingencies	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Total fund balance	\$ 8,985,078	\$ 6,285,367	\$ 7,640,907	\$ 5,070,661	\$ 2,321,191	\$ (889,385)

## Estimated Revenues by Source

### 101 - General Fund Estimated Revenue by Source Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Property Taxes</b>						
Property taxes	\$ 26,365,000	\$ 26,898,388	\$ 27,190,528	\$ 27,087,565	\$ 27,358,441	\$ 27,629,316
Special public safety millage	2,410,335	2,698,606	2,738,649	2,602,361	2,602,361	2,602,361
Industrial facilities taxes	1,081,817	1,155,061	1,053,442	1,005,078	1,005,078	1,005,078
Property taxes captured	(329,969)	(230,197)	(263,329)	(384,326)	(384,326)	(384,326)
Total property taxes	29,527,183	30,521,858	30,719,290	30,310,678	30,581,554	30,852,429
<b>Other Tax Related Revenue</b>						
Tax administration fee	906,887	906,000	932,257	920,000	770,000	770,000
Payments in lieu of taxes	37,099	37,000	37,000	37,000	37,000	37,000
Penalties - delinquent taxes	87,830	89,000	126,800	100,000	100,000	100,000
Total other tax related revenue	1,031,816	1,032,000	1,096,057	1,057,000	907,000	907,000
<b>Licenses and Permits</b>						
Rental dwelling inspections	66,640	36,500	57,000	60,000	60,000	60,000
Building permits	273,787	180,000	240,000	220,000	220,000	220,000
Mechanical permits	38,532	28,500	32,000	30,000	30,000	30,000
Electrical permits	46,336	47,500	45,000	45,000	45,000	45,000
Plumbing permits	36,135	32,000	35,000	35,000	35,000	35,000
Other licenses and permits	32,945	43,120	39,115	37,350	39,894	37,837
Total licenses and permits	494,375	367,620	448,115	427,350	429,894	427,837
<b>Intergovernmental</b>						
State sales taxes	3,239,202	3,160,000	3,318,000	3,413,000	3,464,195	3,515,390
Liquor license control	34,118	33,829	43,916	33,829	34,167	34,506
Federal grants	47,464	4,550	85,436	4,480	30,120	26,600
Other intergovernmental	26,997	-	11,095	75,227	-	-
Total intergovernmental	3,347,781	3,198,379	3,458,447	3,526,536	3,528,482	3,576,496
<b>Charges for Services</b>						
Administrative charges	1,643,015	1,641,557	1,649,200	1,813,100	1,849,362	1,885,624
Cemetery	113,704	90,000	90,000	90,000	90,000	90,000
Composting	190,619	184,000	188,000	188,000	188,000	188,000
Public safety	101,812	143,032	130,532	137,500	155,500	164,500
Refuse collection	34,756	34,326	34,000	37,350	37,350	37,350
Total charges for services	2,083,906	2,092,915	2,091,732	2,265,950	2,320,212	2,365,474

## Estimated Revenues by Source

### 101 - General Fund Estimated Revenue by Source Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14 Amended	2013-14 Estimate	2014-15 Adopted	2015-16 Projected	2016-17 Projected
<b>Use and Admission Charges</b>						
Swimming pools	97,415	76,000	76,000	76,000	76,000	76,000
Recreation activities	184,979	166,850	192,137	161,110	159,110	159,110
Total use and admission charges	282,394	242,850	268,137	237,110	235,110	235,110
<b>Investment Earnings</b>	27,888	50,000	25,000	25,000	25,000	25,000
<b>Other Revenues</b>						
Airport sales	258,775	282,500	281,894	278,750	283,203	287,045
Other sales	7,018	7,724	11,224	8,500	8,500	8,500
Fines and forfeits	281,424	257,200	224,000	221,000	226,000	226,000
Rentals	108,013	92,265	75,488	60,813	71,533	77,254
Contributions	203,530	856,000	856,000	100,000	100,000	100,000
Miscellaneous	555,719	468,655	510,762	513,600	530,950	516,300
Total other revenues	1,414,479	1,964,344	1,959,368	1,182,663	1,220,186	1,215,099
Total revenues	38,209,822	39,469,966	40,066,146	39,032,287	39,247,438	39,604,445
<b>Other Financing Sources</b>						
Transfers in						
CDBG Fund	33,640	-	2,719	-	-	-
Special Activities Fund	4,920	14,763	14,763	15,000	15,000	15,000
Special Assessment Revolving Fund	18,000	18,000	18,000	16,000	16,000	16,000
Total transfers in	56,560	32,763	35,482	31,000	31,000	31,000
Total other financing sources	56,560	32,763	35,482	31,000	31,000	31,000
<b>Total Revenues and Other Financing Sources</b>	<u>\$ 38,266,382</u>	<u>\$ 39,502,729</u>	<u>\$ 40,101,628</u>	<u>\$ 39,063,287</u>	<u>\$ 39,278,438</u>	<u>\$ 39,635,445</u>



## **General Government**

*for the Fiscal Year Ending June 30, 2015*

**City Council/Manager  
City Clerk/Elections  
Finance  
Assessing  
City Attorney  
Human Resources  
Purchasing  
Treasurer/Police and Fire Pension  
Internal Computer Services  
City Hall**



City Manager ..... Jon Lynch  
Administrative Secretary to the City Manager .....Patty Wilke



### Service Statement

The City Manager is hired to serve the Council and the community and to bring to the City the benefits of training and experience in administering local government projects and programs on behalf of the governing body. The manager prepares a budget for the Council's consideration; recruits, hires and supervises the government's staff; serves as the Council's chief advisor; and carries out the Council's policies.

Council members count on the City Manager to provide complete and objective information, pros and cons of the alternatives and long-term consequences. The City Manager makes policy recommendations to the Council, but the Council may or may not adopt them, and may modify the recommendations. The City Manager is bound by whatever action the Council takes.

### Functions

#### City Management

- Chief Administrative Officer
- Ensures that all laws and ordinances are enforced
- Manages and supervises all public improvements, works, and undertakings of the City
- Responsible for the construction, repair, maintenance, lighting, and cleaning of streets, sidewalks, bridges,

pavements, sewers, and all public buildings and other property belonging to the City

- Manages and supervises all City utilities
- Responsible for the preservation of property, tools, and appliances of the City
- Attends all meetings of the City Council, with the right to take part in discussions, but without the right to vote
- Prepares and administers the annual budget under policies formulated by the City Council, and keeps the City Council fully advised at all times as to the financial condition and needs of the City
- Recommends to the City Council for adoption such measures as he may deem necessary or expedient
- Responsible to the City Council for the efficient administration of all departments of the city government
- Acts as the purchasing agent for the City or delegates such duties to some other officer or employee of the City
- Prepares an annual report of the City's business and makes the same available to the public
- Conducts all sales of personal property that the City Council authorizes to be sold
- Assumes all duties and responsibilities as personnel director of all City employees, or delegates such duties to some other officer or employee of the City
- Performs such other duties as may be prescribed by the City Charter or required by ordinance or by direction of the City Council, or which are not assigned to some other official in conformity with the provisions of the City Charter

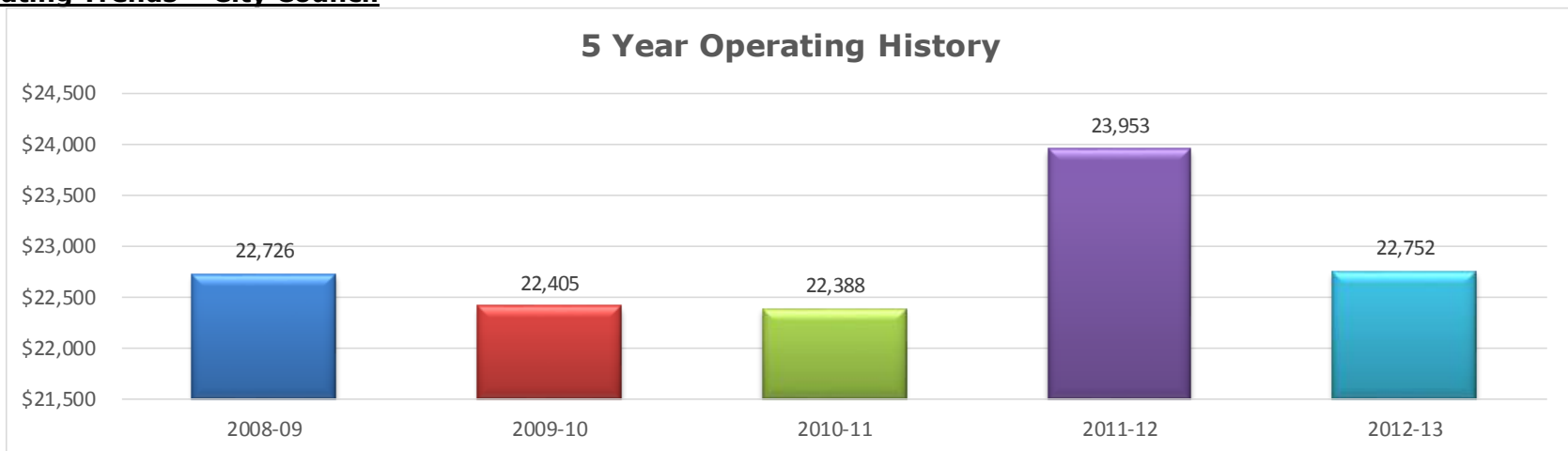
## Financial Statement

### City Council Detail of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14 Amended	2013-14 Estimate	2014-15 Adopted	2015-16 Projected	2016-17 Projected
<b>Expenditures</b>						
Personal services	\$ 22,752	\$ 22,759	\$ 23,519	\$ 23,944	\$ 23,944	\$ 23,944
Total expenditures	\$ 22,752	\$ 22,759	\$ 23,519	\$ 23,944	\$ 23,944	\$ 23,944

## Summary of Budget Changes

### Operating Trends – City Council



## Financial Statement

### City Manager Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

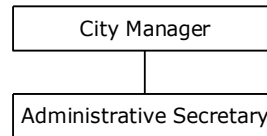
	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 375,056	\$ 395,838	\$ 393,781	\$ 419,950	\$ 433,588	\$ 447,477
Supplies	1,889	3,050	2,550	3,050	3,098	3,147
Other services and charges	24,746	16,144	16,351	17,550	18,077	18,619
Total expenditures	<u>\$ 401,691</u>	<u>\$ 415,032</u>	<u>\$ 412,682</u>	<u>\$ 440,550</u>	<u>\$ 454,763</u>	<u>\$ 469,243</u>

## Summary of Budget Changes

### Operating Trends – City Manager



## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
City Manager	1	1	1
Administrative Secretary	1	1	1
<b>Total Full-Time</b>	<b>2</b>	<b>2</b>	<b>2</b>
<u>Regular Part-Time</u>			
Assistant Administrative Secretary	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>2</b>	<b>2</b>	<b>2</b>



City Clerk / Community Relations & DDA Director ..... Selina Tisdale  
Communications Coordinator ..... Libby Richart

### Service Statement

The Clerk/Community Relations Department provides a variety of services to Midland citizens including: maintaining the permanent records of all Midland City Council proceedings and formal documentation of the City of Midland including City ordinances, resolutions and other actions determined by the Council; issuing various licenses and permits as required by City ordinance; managing all voting activities taking place in the City of Midland; and performing all aspects of the communication process to keep the community informed on programs and services provided by the City of Midland and issues concerning our community.

### Functions

#### City Clerk

- Maintains the City of Midland Charter and Code
- Oversees the main switchboard for the City of Midland and provides service at the information desk at Midland City Hall
- Responsible for all documents and records pertaining to the City of Midland
- Maintains a written record of all actions taken by Midland City Council
- Staff liaison department to the Local Officers Compensation Commission
- Manages the City's compliance with the Freedom of Information Act
- Records administration and purchase point to acquire cemetery plots and funeral arrangements through Midland Municipal Cemetery

- Issues various licenses as required under the City's Code of Ordinances

#### Elections

- Maintains voter registration records
- Ensures compliance with all State and Federal Election Laws as well as local city charter, resolutions and ordinances
- Administers all elections held within the City of Midland including absentee voting activities, the maintenance and distribution of election equipment and materials and management of Election Day activities

#### Communications

- Informs the public of the various services, programs and activities provided by the City of Midland
- Advises on and manages communication strategies regarding various City of Midland issues
- Distributes weekly and as-needed media releases
- Manages the Midland Government Television (MGTV-5) Message Board
- Maintains and enhances the City of Midland website ([www.midland-mi.org](http://www.midland-mi.org))
- Manages the City's streaming video services
- Publishes the **At Your Service...** community newsletter
- Publishes the weekly **CityHall News** electronic newsletter
- Directs programming on MGTV-5
- Produces the monthly MGTV-5 **City in 15** informational program
- Produces an annual City Calendar and Services Guide
- Administers the City's annual Citizens Academy
- Assists City departments with coordination of various public relations informational campaigns, programs and events

## Financial Statement

### City Clerk Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 394,528	\$ 467,667	\$ 460,530	\$ 458,636	\$ 462,420	\$ 476,744
Supplies	2,546	5,150	4,600	5,300	5,374	5,449
Other services and charges	45,204	76,384	62,268	67,607	69,635	71,725
Total expenditures	<u>\$ 442,278</u>	<u>\$ 549,201</u>	<u>\$ 527,398</u>	<u>\$ 531,543</u>	<u>\$ 537,429</u>	<u>\$ 553,918</u>

## Summary of Budget Changes

### Operating Trends – City Clerk



## Financial Statement

### Elections Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 121,775	\$ 67,909	\$ 65,224	\$ 111,342	\$ 66,201	\$ 112,319
Supplies	6,668	3,300	2,600	5,725	4,283	6,740
Other services and charges	42,080	25,245	14,745	28,786	20,974	31,669
Capital outlay	-	-	-	-	10,000	10,000
Total expenditures	\$ 170,523	\$ 96,454	\$ 82,569	\$ 145,853	\$ 101,458	\$ 160,728

## Summary of Budget Changes

### Operating Trends – Elections



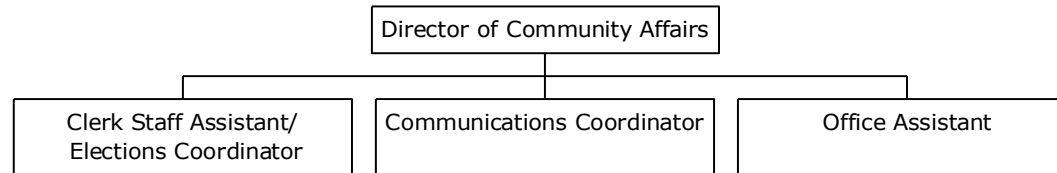


### **Summary of Budget Changes**

Fiscal year 2008-09 was a very large election year with two local millage proposals on the August 2008 ballot, a very significant presidential election in November 2008 and a large voter turnout for the May 2009 Midland Public School Millage Renewal proposal. 2009-10 was a small election year with only one council member running opposed in November 2009 and a small one contested seat for the May 2010 MPS School Board election. 2010-11 saw a governor's primary in August and a

high-turnout gubernatorial race in November. In 2011-12 the November election saw all council seats run uncontested and this was the first election that school elections consolidated with November general election under the Consolidated Election Law. A small-turnout Presidential Primary was held in February 2012. The 2013-13 budget saw a small August Primary election with a very large voter turnout for the November 2012 Presidential Election and an unanticipated school election scheduled for May 2013.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
City Clerk/Community Relations/DDA Director	1	1	0
Director of Community Affairs	0	0	1
Communications Coordinator	1	1	1
Clerk Staff Assistant / Elections Coordinator	1	1	1
Office Assistant	1	1	1
<b>Total Full-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>4</b>	<b>4</b>	<b>4</b>

In 2012-13 the clerk's staff assistant position was upgraded to reflect the work this position does with coordinating elections.



Assistant City Manager for Financial Services .....	David A. Keenan
City Controller .....	Margaret Maday
Assistant City Controller .....	Deeann Bragg

## Service Statement

The Finance Department is responsible for the books of original entry for the assets, liabilities, equities, revenues and expenditures of the City of Midland. Payroll, accounts payable, escrow deposits, fixed asset details, grant records and accounts receivable are accounted for under the direction of the Fiscal Services Director. All funds are monitored for accuracy and proper accounting methods. An annual audited financial report, required by State Statute and City Charter, is produced in accordance with generally accepted accounting principles, and expanded into the Comprehensive Annual Financial Report.

Monthly operating reports are provided to all departments. These reports provide current period and year-to-date expenditure totals for budget and actual. Quarterly financial reports, for most City funds, are provided to City Council, together with an investment report and a log of all budget transfers approved during the period.

Payroll is processed bi-weekly for all current employees. All income tax withholdings and voluntary withholdings are processed in a timely manner. Finance processes all accounts payable checks on a weekly basis. While many billing functions have been departmentalized, Finance invoices and monitors the collections of many departments, and is responsible for

accounting controls to assure the integrity of all accounts receivable billings and collections.

Detailed fixed asset records and depreciation schedules are maintained by Finance. In addition, detailed construction project accounting records are maintained by Finance. Physical inventory is tested by Finance during each year-end.

Finance is responsible for the oversight of the preparation of the annual City-wide budget, as well as the ongoing compliance during the year.

## Functions

### Finance

- Responsible for accounting of all financial transactions
- Processes payroll for all current employees
- Performs accounts payable processing
- Performs accounts receivable for most City funds
- Maintains fixed asset and construction project records
- Prepares interim financial statements as required
- Prepares regulatory financial reports as required
- Acts as liaison to independent auditors in performance of annual audit and preparation of the Comprehensive Annual Financial Report
- Prepares annual City-wide budget

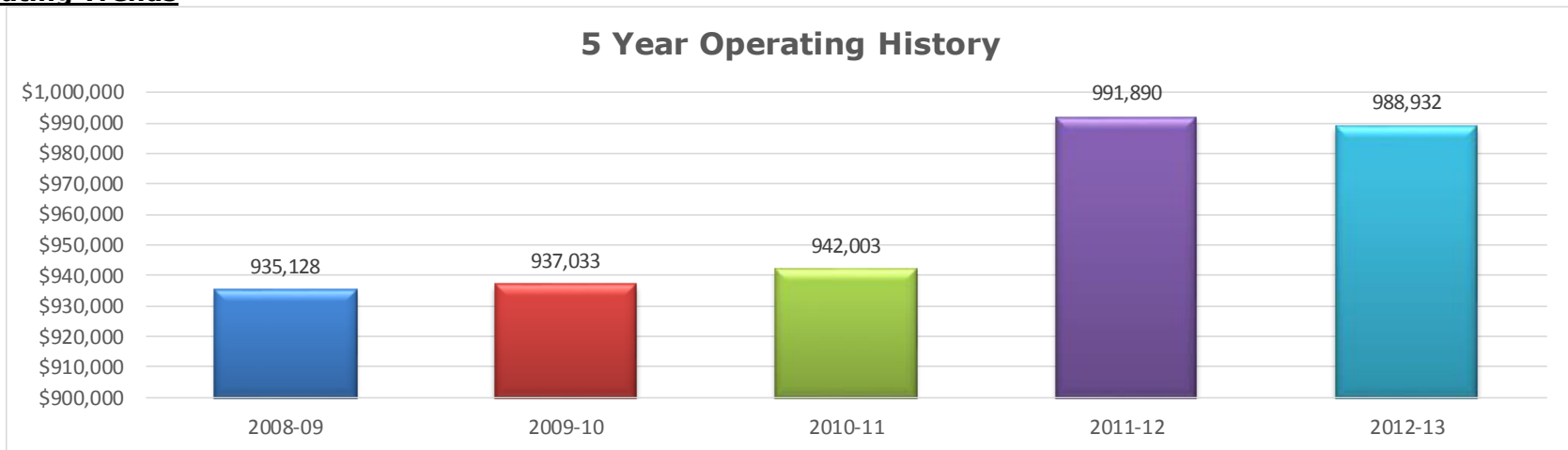
## Financial Statement

### Finance Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

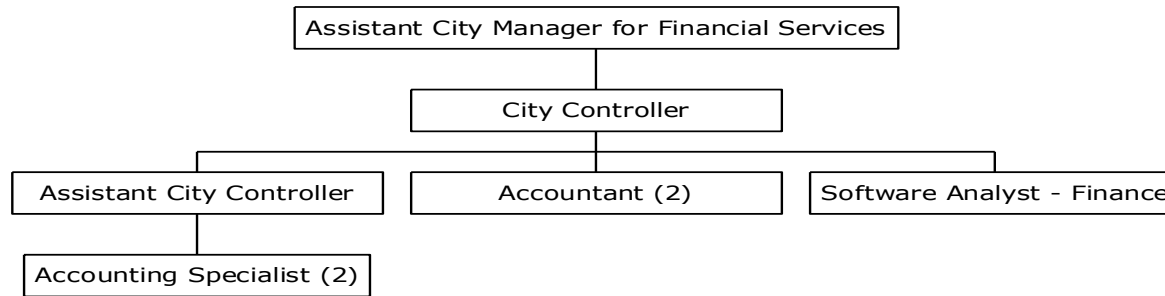
	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 910,259	\$ 981,160	\$ 947,464	\$ 1,023,517	\$ 1,056,470	\$ 1,090,144
Supplies	3,754	6,566	4,550	6,550	6,550	6,550
Other services and charges	74,919	90,094	89,063	83,766	86,243	88,794
Total expenditures	<u>\$ 988,932</u>	<u>\$ 1,077,820</u>	<u>\$ 1,041,077</u>	<u>\$ 1,113,833</u>	<u>\$ 1,149,263</u>	<u>\$ 1,185,488</u>

## Summary of Budget Changes

### Operating Trends



## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Assistant City Manager for Financial Services	1	1	1
City Controller	1	1	1
Assistant City Controller	1	1	1
Accountant	2	2	2
Software Analyst - Finance	0	0	1
Accounting Software Systems Specialist	1	1	0
Accounting Specialist	2	2	2
<b>Total Full-Time</b>	<b>8</b>	<b>8</b>	<b>8</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>8</b>	<b>8</b>	<b>8</b>



Assistant City Manager for Financial Services .....	David A. Keenan
City Assessor.....	Reid Duford
Deputy City Assessor.....	Vacant

## Service Statement

The City Assessor's Office assesses all real and personal property within the city of Midland. As mandated by the State of Michigan Constitution, all property must be assessed at 50 percent of its market value.

The assessor's job consists of four fundamental duties: inventory and list all property within the taxing jurisdiction, equitably evaluate every taxable property, calculate a taxable value for every parcel, and prepare an assessment roll with all taxable property listed in an orderly fashion.

In addition to the assessor's core responsibilities, there are many other tasks to be completed. Through the examination of deeds, property transfer affidavits and other relevant documents, the Assessor's Office ensures that the correct owner of each parcel of property is maintained accurately. The office is also responsible for special assessment rolls, which provide equitable distribution of costs relative to property owners that will benefit from necessary infrastructure improvements. Principal residential exemption and property transfer affidavit programs, mandated by the changes brought about by Proposal A of 1994, are also administered by the office.

## Functions

### Assessing

- Inventories and lists all property within the taxing jurisdiction
- Equitably evaluates every taxable property
- Calculates a taxable value for every parcel
- Prepares an assessment roll with all taxable property listed in an orderly fashion
- Approximately 18,600 parcels of property
- 2013 State Equalized Value (SEV) of \$2.37 billion

### Real Property Assessments

- Annually inspects and reconciles existing assessment information
- Measures and lists all new properties and construction
- Maintains accurate records of all properties

### Personal Property Assessments

- Audits both random and questionable returns
- Annually inspects and canvasses for new property
- Verifies and updates existing assessment records
- Mails personal property statements and conducts data entry of returns
- Verifies information reported by taxpayers

### Board of Review & Other Tax Appeals

- Organizes and schedules Board of Review meetings for March, July and December
- Works directly with taxpayers to resolve differences
- Defends property values at the Michigan Tax Tribunal and State Tax Commission

### Assessing Information

- Assessed and Taxable Values
- Property information – lot size, year built, square footage, building dimensions and sketch, room count, etc.
- Maintains sales information including date of sale and price paid
- Maintains tax maps
- Maintains lot dimensions and legal descriptions
- Maintains applications, forms and informational brochures
- Updates Assessor's web pages

### Tax Billing and Assessment Notices

- Mails Assessment Change Notices annually at least fourteen days before the March Board of Review meets
- July tax billing is completed on or before July 1st each year
- December tax billing is completed on or before December 1st each year



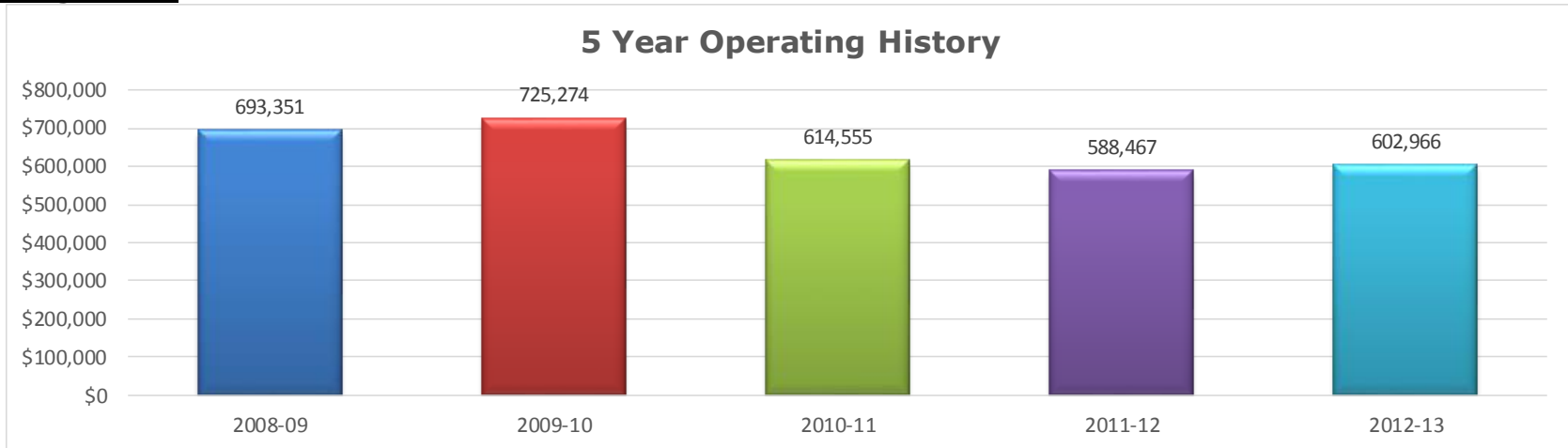
## Financial Statement

### Assessing Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

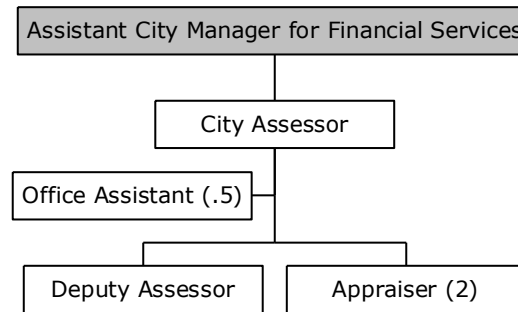
	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 570,796	\$ 600,188	\$ 579,914	\$ 608,599	\$ 628,353	\$ 648,771
Supplies	2,679	4,000	3,450	4,000	4,063	4,127
Other services and charges	29,491	42,057	41,933	44,518	45,853	47,228
Total expenditures	<u>\$ 602,966</u>	<u>\$ 646,245</u>	<u>\$ 625,297</u>	<u>\$ 657,117</u>	<u>\$ 678,269</u>	<u>\$ 700,126</u>

## Summary of Budget Changes

### Operating Trends



## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
City Assessor	1	1	1
Deputy Assessor	0	0	1
Assessing Manager	1	1	0
Appraisers	2	2	2
<b>Total Full-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
Office Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>5</b>	<b>5</b>	<b>5</b>



City Attorney .....	James O. Branson III
Senior Paralegal .....	Lesley A. Kovacevich
Paralegal/Legal Assistant .....	Brenda L. Mackay

## Service Statement

The City Attorney's Office serves as a center for legal services, information and education for City Council, staff and board and commission members. The City Attorney represents the City's interest in the district, circuit, state, federal and appellate courts as well as the tax tribunal and various state administrative agencies.

The City Attorney's Office is committed to providing quality legal services and information to City Council, staff and board and commission members. The professional legal staff emphasizes continuing legal education, training and proficiency. The department also strives to be technologically and professionally competitive with private law firms throughout the state.

The City Attorney's Office prepares and/or reviews all ordinances, contracts, agreements, bonds and other legal documents which obligate the City and provides opinions as to their legality.

In addition, the City Attorney's Office is responsible for prosecution of all ordinance violations and traffic matters. Changes or recent developments in laws affecting the City are monitored by the City Attorney's Office and presented to City Council, staff and board and commission members. The City Attorney's Office also provides information to the public, media and other governmental agencies regarding matters that directly relate to and affect the City. In addition, the City Attorney's Office performs other duties as dictated by the City Charter, local and state law.

The City Attorney's Office does not provide legal advice to citizens; however, it does provide references to various agencies and resources that may be of assistance.

## Functions

### Administration

- Prepares and administers department and litigation budgets
- Liaison to City Council, staff and board and commission members
- Supervises outside legal counsel
- Coordinates staff development and training
- Coordinates technological development to enhance computerized legal research system
- Liaison to local, federal and state agencies, associations and groups

### City as Plaintiff

- Aggressively prosecutes criminal misdemeanor offenses and civil infraction violations of the Code of Ordinances and Zoning Ordinance as well as traffic matters
- Represents the City in the collection of hundreds of civil litigation lawsuits to recover financial debts owed to the City

### City as Defendant

- Aggressively defends lawsuits brought against the City regarding zoning and planning decisions, personal injury claims and claims against officials and staff while performing governmental functions
- Defends the City Assessor's value determinations in tax appeal cases, including Michigan Tax Tribunal and State Tax Commission hearings

### Advising City Officials

- Consults and provides legal advice and updates to City Council, staff and board and commission members
- Provides ongoing training to City Council, staff and board and commission members, outlining the legal responsibilities of the City and compliance with provisions of the Charter as well as local, state and federal laws
-

### **Functions (cont.)**

#### **Advising City Officials (cont.)**

- Regularly attends meetings of and provides legal assistance to City Council, staff, boards and commissions and various public and private organizations
- Alerts and makes legal recommendations to City Council, staff and board and commission members to changes in state or federal laws that affect the City
- Monitors compliance with the Open Meetings Act and the Freedom of Information Act
- Monitors compliance with the City's ethics ordinance in addition to serving as a member of the Ethics Board
- Provides information to and educates the general public, as well as other local, state and federal governmental agencies, through presentations at public schools, Northwood University, Citizens Academy and various other public and private groups
- Serves as the resource for records retention compliance

#### **Other Activities**

- Negotiates or assists in negotiation of all contracts, agreements, bonds and real estate transactions
- Researches, drafts and/or reviews all ordinances, policies, contracts, agreements and legal documents
- Reviews and responds to all Freedom of Information Act requests
- Recommends necessary revisions to the City Charter, Code of Ordinances and Zoning Ordinance as well as internal policies and procedures
- Drafts ballot language for proposed Charter amendments
- Serves as a member of the Elections Commission
- Researches and issues legal opinions on various issues
- Receives and handles citizen complaints and/or issues criminal misdemeanor complaints and warrants
- Prepares, presents and/or reviews numerous agenda items
- Assists citizens on a daily basis by answering inquiries and providing appropriate referrals when necessary
- Responds to media inquiries

## Financial Statement

### City Attorney Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

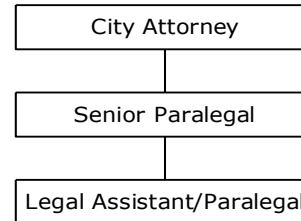
	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 485,497	\$ 500,009	\$ 501,803	\$ 515,440	\$ 521,379	\$ 538,394
Supplies	6,730	6,700	6,700	6,700	6,790	6,881
Other services and charges	31,886	43,700	43,603	48,941	50,371	51,843
Total expenditures	<u>\$ 524,113</u>	<u>\$ 550,409</u>	<u>\$ 552,106</u>	<u>\$ 571,081</u>	<u>\$ 578,540</u>	<u>\$ 597,118</u>

## Summary of Budget Changes

### Operating Trends – City Attorney



## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
City Attorney	1	1	1
Senior Paralegal	0	0	1
Legal Assistant/Paralegal	2	2	1
<b>Total Full-Time</b>	<b>3</b>	<b>3</b>	<b>3</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>3</b>	<b>3</b>	<b>3</b>



Director of Human Resources and Labor Relations.....	Vacant
Assistant Director of Human Resources .....	Ken Arthur
Human Resources Technician.....	Karen Cross
Human Resources Technician.....	Cherie Betoski



## Service Statement

The Human Resources Department provides support services and consultation in the areas of recruitment and employment testing, employee and labor relations, collective bargaining and contract administration, employee safety and health, performance evaluations and salary administration, employee education and development, personnel records maintenance and other personnel-related issues. The department ensures consistent practices are followed in compliance with State and Federal labor and occupational safety and health laws, bargaining agreements and administrative regulations.

The Human Resources Department is responsible for administration of the City's merit system of employment, in accordance with the City of Midland Code of Ordinances, Article III, Section 2-58. A merit system of employment ensures fair and consistent hiring practices in public sector employment that is based upon an applicant's demonstrated, job-related skills and abilities.

The Human Resources Department administers the City safety and health program, which strives for zero injuries and optimum health and wellness for City employees, both on and off the job. The Employee Health and Safety Action Committee, with representation from each of the City's major departments, develops City-wide safety policy and program initiatives that promote occupational safety and health.

The Human Resources Department administers the City's wage and benefit plans. As is reflected in the Midland community, health care and pension plans have been instituted that balance fair and competitive compensation with containment of health and pension costs.

## Functions

### Human Resources

- Recruits full- and part-time staff and summer employees
- Conducts employment testing
- Publishes and maintains employee handbooks
- Maintains employee personnel records
- Administers tuition reimbursement, contractual educational payments and physical exam programs
- Assures compliance with labor and employment laws

### Labor Relations

- Negotiates labor contracts for six bargaining units
- Performs grievance administration for six union contracts
- Publishes and maintains collective bargaining agreements
- Advises employees and supervisors on labor contract administration
- Investigates complaints regarding violations of labor and employment laws and administrative regulations
- Represents employer in grievance and Act 312 arbitration hearings

### Compensation

- Develops and administers classification plans and compensation schedules
- Monitors employee performance evaluation program
- Conducts job evaluations and salary and benefits surveys
- Administers self-funded health care plans and life and disability plans
- Administers defined contribution and defined benefit retirement plans

### **Functions (cont.)**

#### **Employee Health and Safety**

- Assures compliance with occupational health and safety laws and City safety regulations
- Fosters employee involvement and serves as staff liaison to employee safety and health steering committees
- Administers employee safety and health programs
- Manages City's workers compensation claims
- Administers injury reporting and investigation programs
- Administers hazard inspection programs
- Analyzes safety and loss control data

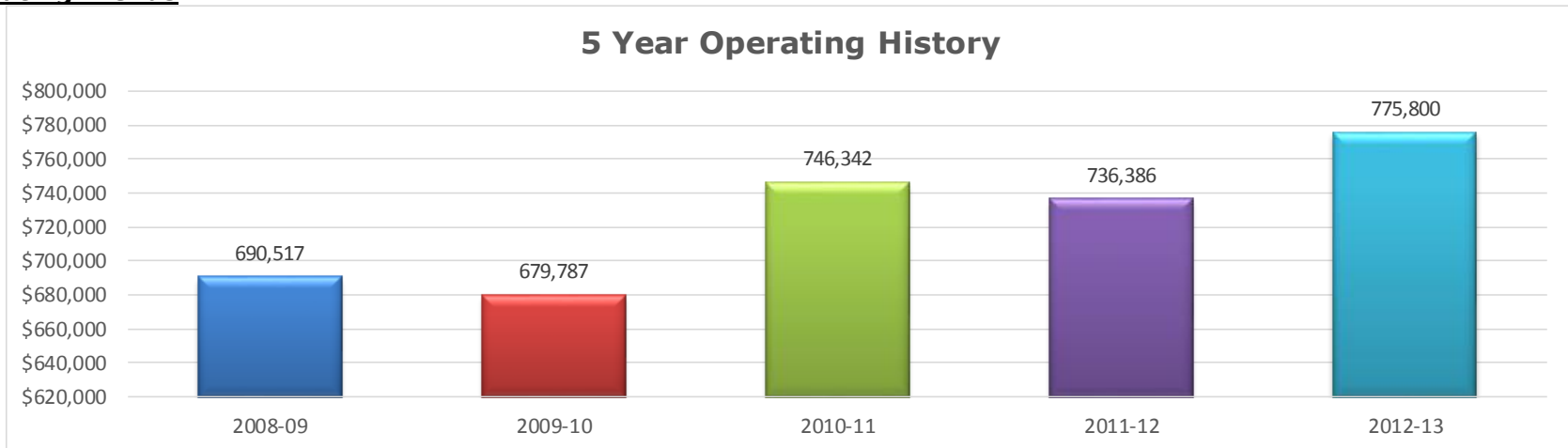
## Financial Statement

### Human Resources Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

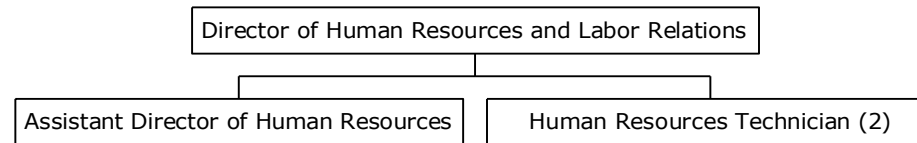
	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 603,456	\$ 626,536	\$ 512,697	\$ 583,463	\$ 600,413	\$ 619,976
Supplies	10,663	16,700	16,700	16,700	24,503	22,315
Other services and charges	161,681	184,734	182,734	184,470	189,725	195,132
Capital outlay	-	-	-	-	5,000	-
Total expenditures	<u>\$ 775,800</u>	<u>\$ 827,970</u>	<u>\$ 712,131</u>	<u>\$ 784,633</u>	<u>\$ 819,641</u>	<u>\$ 837,423</u>

## Summary of Budget Changes

### Operating Trends



## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Director of Human Resources and Labor Relations	1	1	1
Assistant Director of Human Resources	1	1	1
Human Resources Technician	2	2	2
<b>Total Full-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>4</b>	<b>4</b>	<b>4</b>



**Assistant City Manager for Financial Services ..... David A. Keenan**  
**Purchasing Agent ..... Michael L. Meyer**

### Service Statement

The Purchasing Agent reports to the Assistant City Manager for Financial Services and has had one FTE since 1995. The scope of services include: supervising the expenditure of approximately \$20 million annually; soliciting approximately 150 formal bids, quotes, and RFP's per year. The Purchasing Department implements the City's centralized purchasing policy to procure supplies, equipment and services used by the operating departments. This is done in order to offer the most efficient and cost-beneficial expenditure of public funds, maximize savings through the competitive procurement process, and ensure compliance with legal requirements.

### Functions

#### Purchasing

- Solicits and receives all formal bids, quotes and Requests for Proposals (RFPs) for City departments
- Contracts for and supervises surplus auctions including unclaimed property, retired computers and vehicles that are not used as for trade-in

- Reviews and approves all purchasing-related City Council agenda items
- Maintains the section of the City's website pertaining to open bid solicitations and tabulations
- Maintains an electronic library of bid specifications on the City's internal T: drive to assist user departments in the preparation of their requirements
- Awards all purchases that are below the City Council threshold of \$20,000
- Creates all purchase orders that exceed the departmental authority of \$3,000 after proper approval(s) have been obtained
- Assures compliance with City ordinances and formal purchasing policy
- Updates user manual for computerized purchasing system and trains staff on operational software
- Procures and distributes generic City stationery items through a formal inventory method

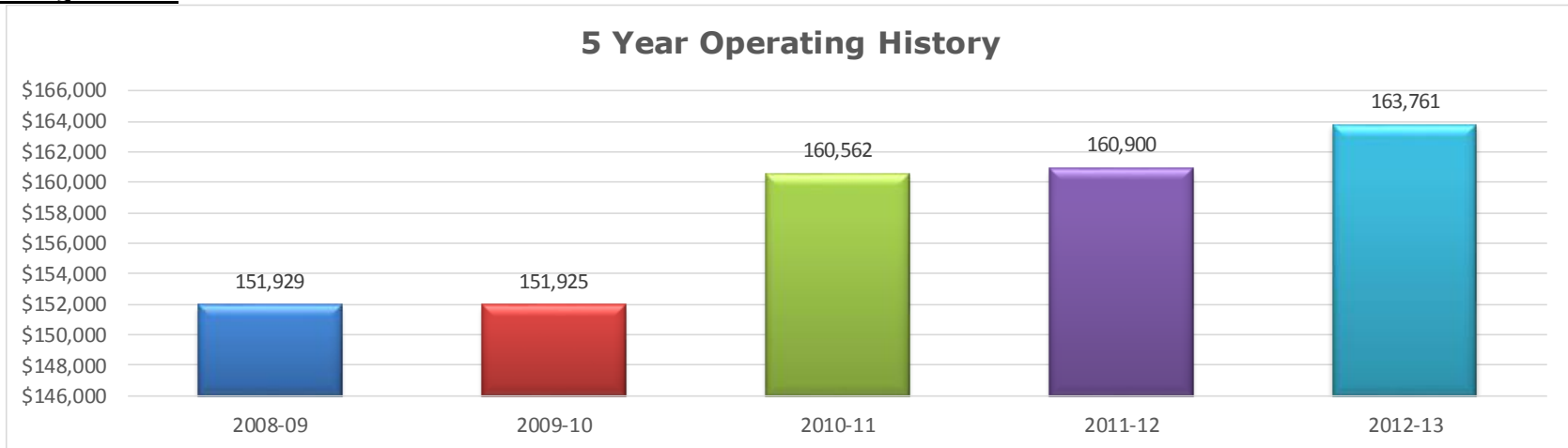
## Financial Statement

### Purchasing Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

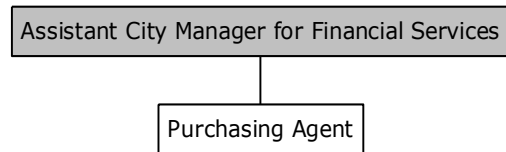
	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 161,648	\$ 166,648	\$ 163,286	\$ 171,598	\$ 222,302	\$ 178,096
Supplies	160	150	150	150	152	155
Other services and charges	1,953	1,950	1,900	1,977	2,031	2,085
Total expenditures	<u>\$ 163,761</u>	<u>\$ 168,748</u>	<u>\$ 165,336</u>	<u>\$ 173,725</u>	<u>\$ 224,485</u>	<u>\$ 180,336</u>

## Summary of Budget Changes

### Operating Trends



## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Purchasing Agent	1	1	1
<b>Total Full-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>1</b>	<b>1</b>	<b>1</b>





**Assistant City Manager for Financial Services ..... David A. Keenan**  
**City Treasurer ..... Dana C. Strayer**

### Service Statement

The Treasurer's Office serves as the main collection point for monies owed the City of Midland and other taxing entities within the jurisdiction of the City of Midland. The department is also responsible for investment of City funds; collection of current and delinquent property taxes; distribution of tax collections to taxing entities; tax bill revisions; administration of the police and fire retirement system; and administration of downtown parking enforcement. Additional services provided include online payment of utility bills, the Auto-Pay program for utility and property tax bills, and online tax billing information.

### Functions

#### Treasurer's Office

- Collects monies owed to City
- Collects current and delinquent property taxes
- Distributes tax collections to taxing entities
- Makes tax bill revisions
- Invests City funds
- Reconciles City bank accounts

- Responsible for printing and distribution of checks issued by the City
- Handles State reporting for Tax Increment Financing and Industrial Facilities Taxes
- Provides alternate payment options
- Provides tax billing information to customers

#### Parking

- Oversees parking enforcement in downtown area
- Processes and collects payments for all parking tickets issued in the city
- Collects delinquent parking fines
- Collects metered parking fees
- Leases parking spaces in downtown area

#### Police and Fire Retirement System

- Maintains records for system
- Issues monthly pension checks to retired police and fire members
- Prepares 1099R tax forms
- Ensures compliance with Public Act 345, Fire Fighters and Police Officers Retirement Act

## Financial Statement

### Treasurer

Detail Of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 338,104	\$ 375,385	\$ 377,026	\$ 390,282	\$ 403,061	\$ 416,116
Supplies	6,099	6,100	6,100	6,100	6,197	6,294
Other services and charges	83,805	83,639	99,798	100,051	103,048	106,135
Total expenditures	<u>\$ 428,008</u>	<u>\$ 465,124</u>	<u>\$ 482,924</u>	<u>\$ 496,433</u>	<u>\$ 512,306</u>	<u>\$ 528,545</u>

## Summary of Budget Changes

### Operating Trends – Treasurer



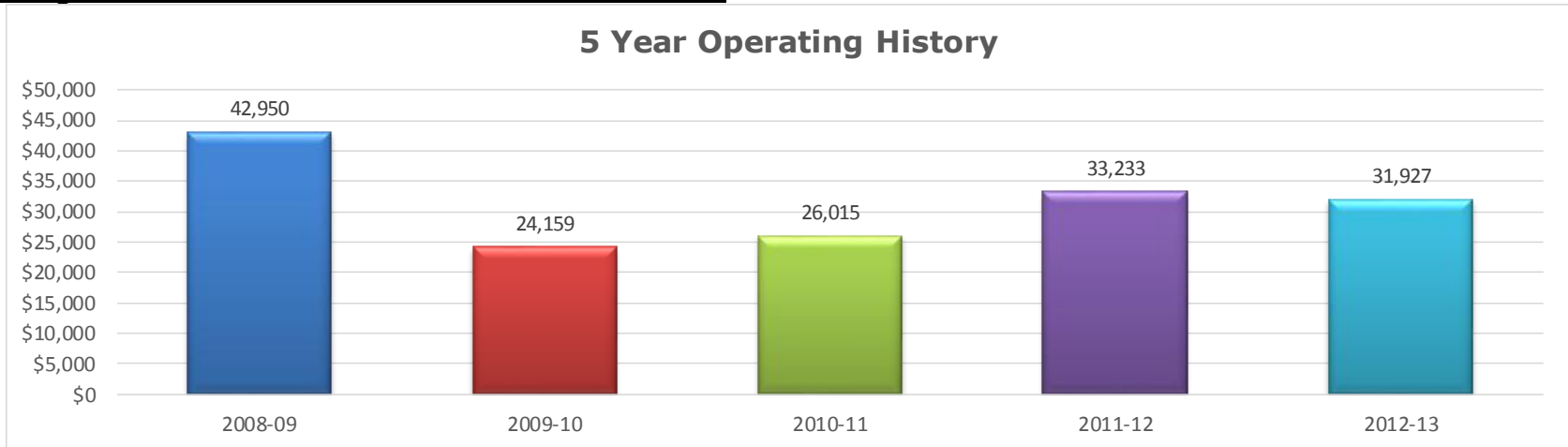
## Financial Statement

### Police & Fire Pension Administration Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 9,805	\$ 12,157	\$ 21,928	\$ 26,136	\$ 28,490	\$ 30,868
Supplies	137	200	193	200	203	207
Other services and charges	21,985	26,677	25,977	33,746	35,476	37,229
Total expenditures	<u>\$ 31,927</u>	<u>\$ 39,034</u>	<u>\$ 48,098</u>	<u>\$ 60,082</u>	<u>\$ 64,169</u>	<u>\$ 68,304</u>

## Summary of Budget Changes

### Operating Trends – Police & Fire Pension Administration



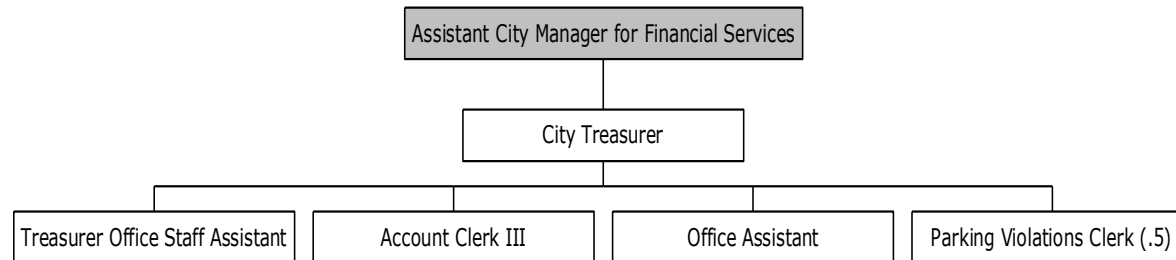
### **Summary of Budget Changes**

#### **Significant Notes – 2014-15 Budget Compared to 2013-14 Budget**

The fees associated with acceptance of credit card payments are major factors in the Treasurer's Office Other Services/Charges line item budget.

## Treasurer/Police and Fire Pension Administration

### Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
City Treasurer	1	1	1
Treasurer Office Staff Assistant	0	1	1
Account Clerk III	1	1	1
Office Assistant	2	1	1
<b>Total Full-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
Parking Violations Clerk	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>5</b>	<b>5</b>	<b>5</b>



**Assistant City Manager for Financial Services ..... David A. Keenan**

### **Service Statement**

The Internal Computer Services department is an internal department used to account for expenses associated with providing computers and computer services to the various departments with the General Fund.



## Financial Statement

### Internal Computer Service Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Other services and charges	\$ 776,852	\$ 771,984	\$ 771,984	\$ 738,394	\$ 664,555	\$ 598,099
Total expenditures	<u>\$ 776,852</u>	<u>\$ 771,984</u>	<u>\$ 771,984</u>	<u>\$ 738,394</u>	<u>\$ 664,555</u>	<u>\$ 598,099</u>

## Summary of Budget Changes

### Operating Trends





Assistant City Manager for Financial Services ..... David A. Keenan  
Purchasing Agent ..... Michael L. Meyer

## **Service Statement**

The Purchasing Agent is responsible for maintaining the City Hall facility.

## **Functions**

### **Building Management**

- Responsible for City Hall building operations since 2003
- Contracts with suppliers of HVAC, elevator and other mechanical and grounds maintenance services
- Responsible for facility budget and implementing updates and modifications to enhance the appearance and functionality of City Hall

## Financial Statement

### City Hall Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 5,780	\$ 7,203	\$ 11,139	\$ 7,112	\$ 7,357	\$ 7,485
Supplies	17,399	14,900	14,900	14,900	15,136	15,375
Other services and charges	176,342	166,480	168,435	187,446	193,070	198,861
Capital outlay	-	94,049	94,049	60,000	60,000	60,000
Total expenditures	\$ 199,521	\$ 282,632	\$ 288,523	\$ 269,458	\$ 275,563	\$ 281,721

## Summary of Budget Changes

### Operating Trends





**Public Safety**

*for the Fiscal Year Ending June 30, 2015*

**Police**  
**Fire/Emergency Services**  
**Building Inspection/Planning**



Chief of Police .....	Clifford A. Block
Deputy Police Chief .....	Rodney L. Roten
Administrative Lieutenant .....	Matthew D.M. Berchert
Patrol Lieutenant .....	Steven L. London
Detective Lieutenant .....	James W. Hurd

## Service Statement

The Midland Police Department is a committed and respected TEAM of professionals operating under a simple but crucial mission: "To Serve and Protect". Everything we do is rooted in our commitment to provide the highest quality of service, which the community expects and deserves. This is accomplished, in part, due to our commitment in a strong community policing philosophy designed to provide the community with the best possible police service.

The sworn personnel of the Midland Police Department have taken a solemn oath to uphold the Constitution of the United States and the State of Michigan and the Charter of the City of Midland. Our fundamental duty is to serve the community and to safeguard lives and property. We wear the badge with pride as it symbolizes the wearer as the protector of the peace and the people. The badge is pinned over our heart to show our pledge to honor the oath and the symbolization of the badge.

Our non-sworn personnel, which include our records/clerical staff and our school crossing guards, are instrumental members of our team and also strive to provide excellence in service.

The Midland Police Department has established the following core values to guide us in our service to the community:

### **CORE VALUES**

- *Integrity:* The members of the Midland Police Department have the uncompromising courage to do what is right. There is a commitment to elevated standards of trust, responsibility and discipline. It includes earning the trust of community by service, fairness and impartiality. Integrity begins with department members treating each other with respect, dignity, and courtesy regardless of position or

assignment. That treatment is reflected in our service to the community.

- *Professionalism:* The Midland Police Department is proud of our profession and is dedicated to high standards of training, education and effectiveness. We take pride in what we do, who we are, and what we represent to our community. We build professionalism by creating an empowering environment, one that encourages teamwork. Each officer has a strong sense of personal responsibility, commitment to leadership and honor in the way our profession is lived. We will make it our personal responsibility to make sure we serve the people with pride and integrity.
- *Service to Community:* We are committed to responding to the needs and requests of our community with compassion and sincerity. We value the opportunity to provide service in a manner which is fair, courteous, responsive and efficient. An attitude of respect for the protection of the worth, dignity, and the rights of all we serve is the foundation of our department.

## Functions

### **Administration**

- Prepares and administers the department budget
- Coordinates and administers grants
- Directs the planning, organization, coordination and review of department operations
- Establishes, evaluates and reports on department goals
- Conducts internal and pre-employment investigations
- Develops, implements and evaluates department policies and procedures
- Works with the city manager and department heads on City plans and projects
- Liaison with law enforcement and community groups

**Functions (cont.)****Administration**

- Manages Emergency Operations and Homeland Security functions
- Disseminates media information
- Develops, schedules and presents department training
- Coordinates and maintains management information systems, conducts research/planning

**Investigations Unit**

- Investigates reported crimes and suspected criminal activity
- Conducts undercover investigations and criminal surveillances
- Gathers, collates and disseminates information regarding criminal activity
- Administers criminal and narcotics forfeiture actions
- Provides specialized arson investigation
- Liaison with other law enforcement agencies
- Conducts investigations relative to child welfare
- Liaison with local, state and federal prosecutors and courts
- Stores, secures and disposes of all property
- Partners with local Child Protection Council
- Maintains records and processes FOIA, permit and license requests
- Manages Impounded vehicles

**Community Relations Unit**

- Implements crime prevention programs
- Department Liaison with many community and business partners
- Provides presentations on a wide variety of community safety issues

- Provides D.A.R.E. classroom instruction to 5th grade students
- School Resource Officer Program
- Honor Guard Detail
- K-9 Unit

**Patrol Division**

- Establishes working relationships with people in the community to facilitate quality policing and problem solving
- Operates motor, foot and bicycle patrol by uniformed officers for the general maintenance of law and order
- Provides immediate response to emergency situations and provides specialized law enforcement response to tactical situations
- Conducts preliminary investigation of crimes, enforcement of local ordinances, state law and any other law applicable within the city
- Traffic enforcement, investigation of traffic crashes, traffic education programs, respond to complaints of neighborhood traffic problems and coordination of school crossing guards

**Records/Clerical**

- Direct contact with the walk-in public to provide the necessary assistance and routing of their particular needs
- Telephone reception and distribution center for non-emergency/information calls made through the general information and records telephone lines
- Gun Registrations
- Sex Offender Registrations
- Background checks
- Report filing and record keeping
- Notary services



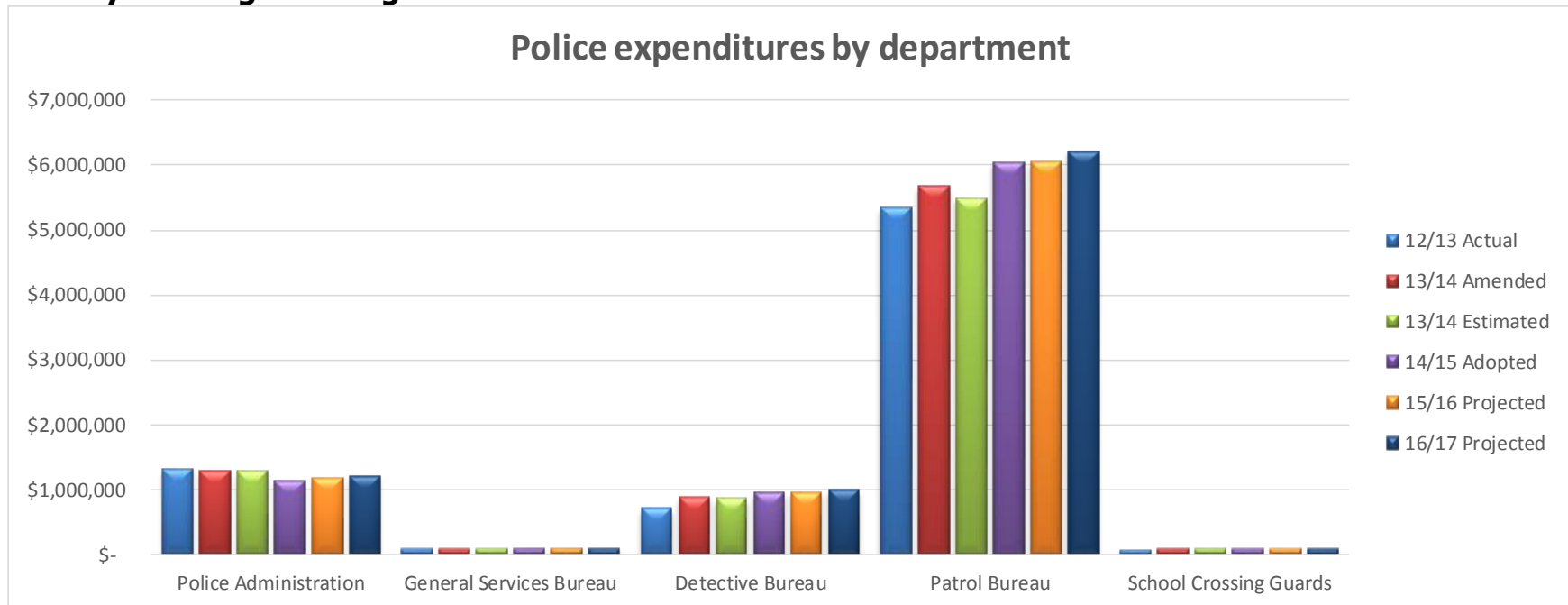
**Financial Statement**

**Police**

Detail Of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2015

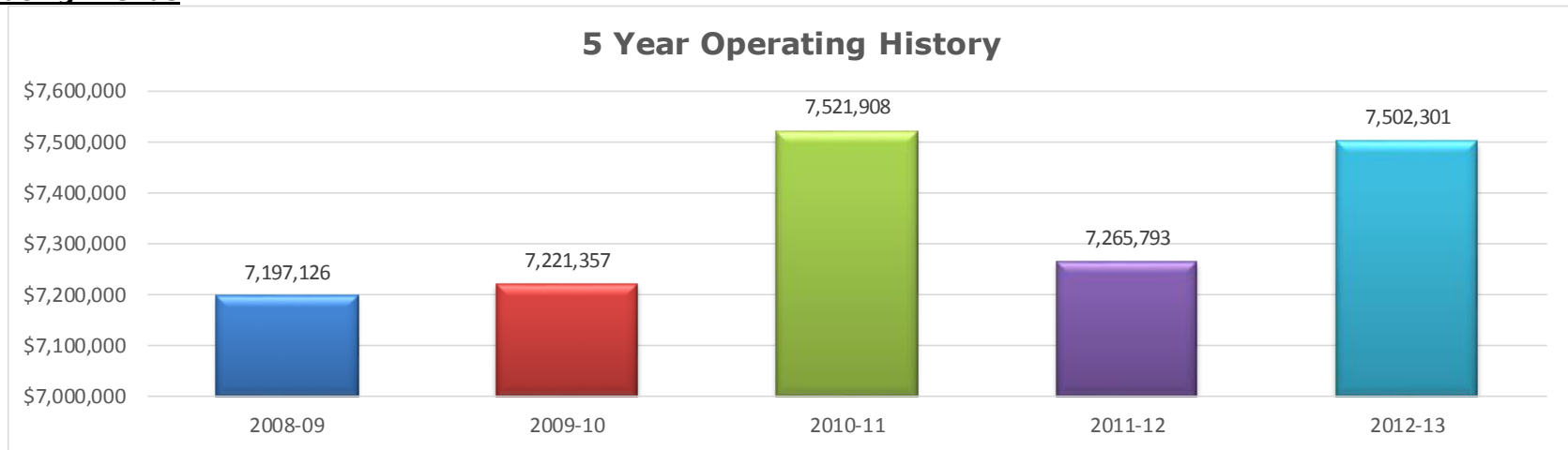
	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 6,410,416	\$ 6,799,176	\$ 6,591,013	\$ 7,174,211	\$ 7,276,993	\$ 7,528,830
Supplies	224,455	274,153	290,153	357,763	282,637	267,890
Other services and charges	862,080	891,048	869,610	716,379	773,676	787,006
Capital outlay	5,350	12,051	12,051	22,000	18,500	-
Total expenditures	<u>\$ 7,502,301</u>	<u>\$ 7,976,428</u>	<u>\$ 7,762,827</u>	<u>\$ 8,270,353</u>	<u>\$ 8,351,806</u>	<u>\$ 8,583,726</u>

**Summary of Budget Changes**



## Summary of Budget Changes (cont.)

### Operating Trends



The largest contributing factor to the up and down trend observed in this chart can be attributed to personnel expenses as they pertain to retirement payouts, pension and health adjustments, compensation time payout programs, etc. Additionally beginning in 2010-2011 the department has been

in a continuous transitional phase as the department has been experiencing an unprecedented number of departures and we have seen our staffing levels fluctuate greatly.

### **Significant Notes – 2014-15 Budget Compared to 2013-14 Budget**

We continue as part of our strategic plan to review the operations of the department. Along those lines we continue to align our staff to make the most efficient use of our resources. Additionally, we continuously evaluate the use and life of our equipment to be sure our officers are provided with the proper tools to complete our daily mission; To Serve and Protect. During the previous fiscal year we were still in the transitional process of a new command structure for the road patrol and

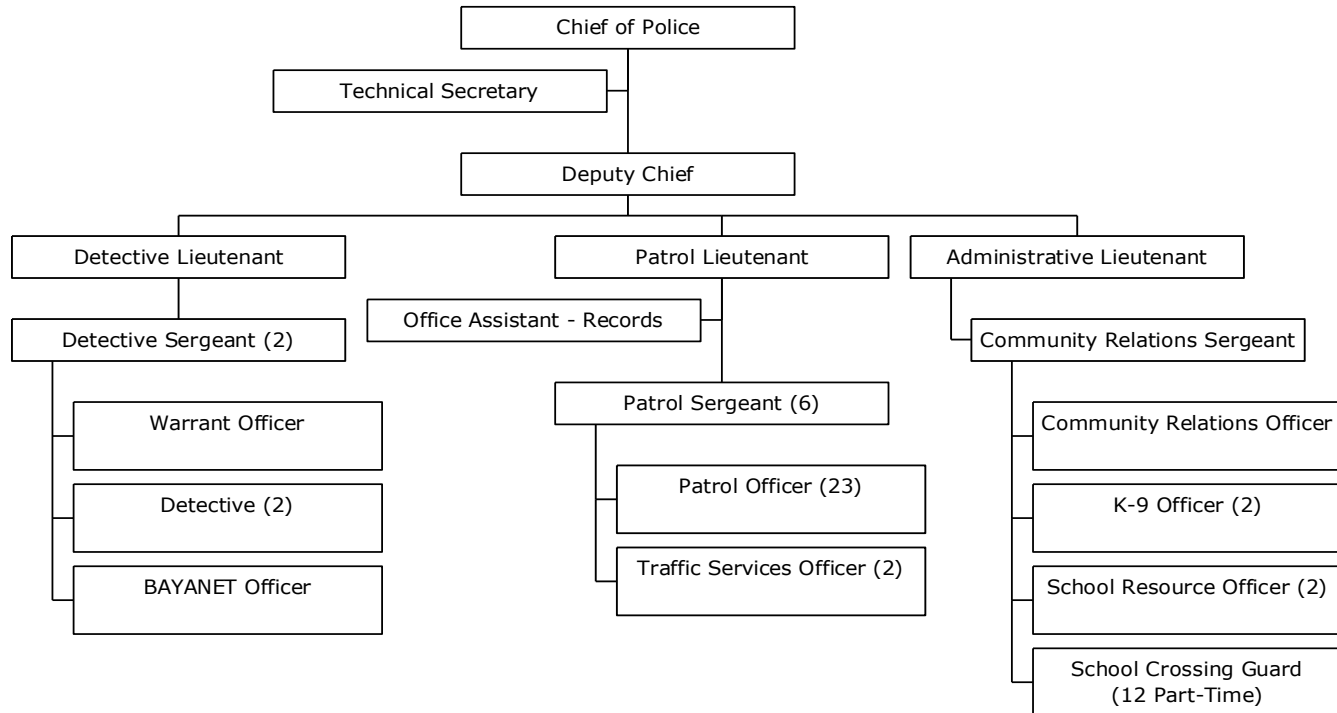
community relations, which has yet to be fully implemented; however, should be realized during the 14-15 FY. Our department continues the trend of an unprecedented hiring of new officers. The Midland Police Department will finally experience a hiring rate decrease as we end the 14-15 FY. By then we will have experienced the hiring of 19 new officers in just the past 4 years. Some of the major equipment needs

**Significant Notes – 2014-15 Budget Compared to 2013-14 Budget (cont.)**

identified for 14-15 year include the updating of our in-car camera systems, TASERS, RADARS, and the addition of a detective vehicle. Our current in-car camera system is at end of life and we are pursuing a reimbursement grant for the

updating of all of our cameras. TASERS have also reached end of life and we are planning to replace them at the start of the 14-15 FY to take advantage of a small window of opportunity to get a rebate on each of the outdated TASERS. The 14-15 FY will be the first of a three year plan to replace our current RADAR equipment, some of which is 20 years old and has well exceeded its life expectancy.

**Organizational Chart**



<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Chief of Police	1	1	1
Deputy Chief	1	1	1
Administrative Lieutenant	1	1	1
Detective Lieutenant	1	1	1
Detective Sergeant	2	2	2
Detective	1	1	2
Warrant Officer	1	1	1
Patrol Lieutenant	1	1	1
Patrol Sergeant	6	6	6
Patrol Officer	25	24	23
K-9 Officer	2	2	2
BAYANET Officer	1	1	1
Community Relations Sergeant	0	1	1
Community Relations Officer	1	1	1
School Resource Officer	2	2	2
Traffic Services Officer	2	2	2
Technical Secretary	1	1	1
Office Assistant	1	1	1
<b>Total Full-Time</b>	<b>50</b>	<b>50</b>	<b>50</b>
<u>Regular Part-Time</u>			
School Crossing Guard	12	12	12
<b>Total Regular Part-Time</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>Department Total</b>	<b>62</b>	<b>62</b>	<b>62</b>

Note: BAYANET, Community Services, School Resource, K-9, and Traffic Services Officers are all assigned from the sworn Patrol Officer classification.

Our department continued its efforts to increase efficiency and to achieve more positive results through our department programs.

Our School Resource Officer program continues to be a very successful program for our community and our schools. These officers are building relationships with our local youth and they are also providing a valuable community policing resource to our school neighborhoods. We have brought back our traffic services effort with the assignment of two officers to focus their attention

on traffic education and enforcement issues in an effort to reduce our identified high crash ratio, as benchmarked with other communities. We want to make Midland a safer community for those traveling on our roadways. The Midland Police Department, through the generosity of local foundations, instituted a narcotics K-9 unit in the summer of 2012 as we welcomed 4-legged canine officer Tza' Yid to the police department and the community. Since that time Tza'Yid and his handler Officer DuBois have been very active in their fight against narcotics in our community. In 2013 the Midland Police Department Honor Guard program was in full operation and has received exceptional praise and recognition for their service. In fall of 2013, we instituted our second K-9 unit with the help of

Region 3 Homeland Security funding. Officer Tait is the handler of Brody, an explosives canine. Other projects throughout 2013-2014 included the new use of our department Facebook page to successfully identify criminals and solve crimes, the introduction of our interactive IApp and Android App, our crime-mapping, and implementation of our crime free multi-housing program just to name a few. We will continue to serve the community with integrity and professionalism as we create programs and opportunities, making Midland a great community to work, live, visit, and play.



<b>Fire Chief.....</b>	<b>Chris Coughlin</b>
<b>Battalion Chief .....</b>	<b>Ron Shaffer</b>
<b>Battalion Chief .....</b>	<b>Chuck Powell</b>
<b>Battalion Chief .....</b>	<b>Greg Schmidt</b>
<b>Fire Marshal .....</b>	<b>Josh Mosher</b>
<b>Training Safety Officer .....</b>	<b>Greg Weisbarth</b>

### Service Statement

The Midland Fire Department is a career fire department consisting of dedicated professional firefighters to protect and preserve the lives and property of the citizens of Midland from fire and to assist them in emergency situations. The department accomplishes these tasks with a complement of 46 personnel in five divisions: Administration, Suppression, Training, Fire Prevention and Maintenance.

The Administration Division directs and administers all department operations and personnel including strategic planning, budgeting, financial management, records management, reports, communications, policy development, labor relations and technologies. This division consists of the Fire Chief supported by a Technical Secretary.

The Fire Fighting Division is responsible for fire prevention and extinguishment, EMT level medical response, hazmat responses, weather related emergencies, technical rescues and calls not classified. Additional duties include commercial business inspections, fire safety education, special event standby services, station tours, public assistance, department facility maintenance and equipment maintenance. This is accomplished utilizing three fire stations, located throughout the city, staffed by 42 full time firefighters divided into three platoons, each with a complement of 14 personnel working 24 hour shifts.

The Training Division is responsible for the management, development and implementation of the department's training programs. In addition, this division administers the department's occupational safety and health programs to enhance operations and prevent accidents. The division consists of one member who is assigned as the Training/Safety Officer. The services also include budget preparation, personnel management, public relations, organizational goal

setting, training objectives, ensuring compliance with State of Michigan certification requirements and laws regulating Firefighter occupational safety and health, accident investigation, fire ground safety and educational programs for other City departments and the general public. The Training/Safety Officer serves as program manager for Regional Response Team 31. Team 31 responds to chemical, biological, radiological, nuclear and explosive incidents within a 13 county area.

The Fire Prevention Division, under the direction of the Fire Chief, is responsible for enforcement of the City's fire prevention ordinances and codes. The division consists of one Fire Marshal whose duties are fire code enforcement, fire investigation, fire inspections and fire safety education. Code enforcement is accomplished through site plan review, plan review and on-site inspections, which include inspection and testing of fire protection systems including fire suppression, fire detection, alarms and hazardous material storage. The division works closely with Building, Planning, Engineering and Water department personnel during the construction of new buildings.

The division is responsible for fire investigations to determine cause and origin, administration of the department's public fire safety education programs including the Annual Open House, Fire Company Inspection Program, special event permits and processing Freedom of Information Act (FOIA) requests.

The Maintenance Division is managed by three Battalion Chiefs whose responsibilities include budgeting, financial management and maintenance of three specific areas: Shift A Battalion Chief's duties are to maintain all department equipment; Shift B Battalion Chief's duties are to maintain all fire apparatus, vehicles, radio communications and emergency sirens; Shift C Battalion Chief's duties are to maintain all fire station facilities and stationary equipment.



### Functions

#### **Administration**

- Directs all fire prevention, firefighting and emergency service activities
- Plans fire protection/emergency services
- Prepares and administers operating and capital budgets
- Records management administration
- Prepares reports
- Develops policies and procedures
- Labor relations
- Conducts hiring and promoting within the department
- Represents department to public groups and citizens
- Maintains contact with other organizations that provide emergency services
- Coordinates new technologies

#### **Suppression Division**

- Provides fire extinguishment, medical EMT level response, emergency response, hazardous material technician level response, and technical rescue responses
- Conducts fire prevention inspections and fire safety education
- Responds to calls for service
- Maintains facilities, apparatus and equipment
- Performs and receives training

#### **Prevention Division**

- Enforces fire prevention ordinances and codes
- Administers fire safety education programs
- Administers fire inspection programs

- Conducts fire investigations
- Conducts high-hazard class inspections
- Conducts plan review
- Processes special event permits
- Investigates complaints
- Processes Freedom of Information Act (FOIA) requests
- Oversees the annual Fire Prevention Week Open House

#### **Maintenance Division**

- Prepares and administers annual maintenance budget
- Directs the maintenance of all fire apparatus and vehicles
- Maintains radio communication equipment
- Maintains 13 emergency warning sirens
- Maintains facilities and fire equipment

#### **Training Safety Division**

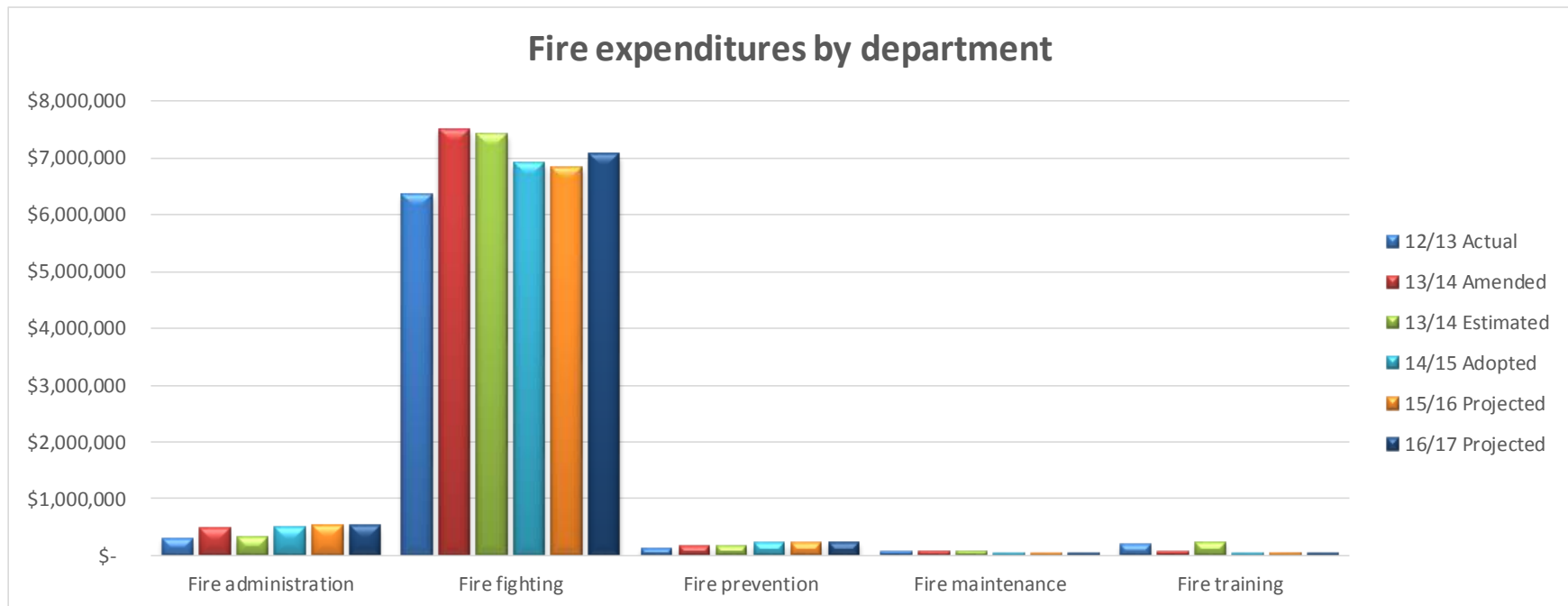
- Administers all department training programs
- Administers department's occupational safety and health programs
- Coordinates joint training with other organizations that provide emergency services
- Represents the department on various committees with other agencies and City departments
- Maintains all training records and required certifications
- Prepares and administers annual training budget
- Investigates department accidents
- Responds to major emergency incidents to ensure safety
- Develops and prepares training objectives, course outlines, lesson plans, materials and tests
- Manages Regional Response Team 31

## Financial Statement

### Fire Department Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13	2013-14		2014-15	2015-16	2016-17
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 6,107,398	\$ 6,369,388	\$ 6,296,279	\$ 6,622,175	\$ 6,734,249	\$ 6,864,518
Supplies	136,015	140,621	140,760	142,715	141,845	139,990
Other services and charges	756,433	802,685	790,076	789,501	816,365	842,022
Capital outlay	70,485	996,308	995,738	170,000	20,000	73,450
Total expenditures	<u>\$ 7,070,331</u>	<u>\$ 8,309,002</u>	<u>\$ 8,222,853</u>	<u>\$ 7,724,391</u>	<u>\$ 7,712,459</u>	<u>\$ 7,919,980</u>

## Summary of Budget Changes



### Summary of Budget Changes (cont.)

#### Operating Trends - Fire



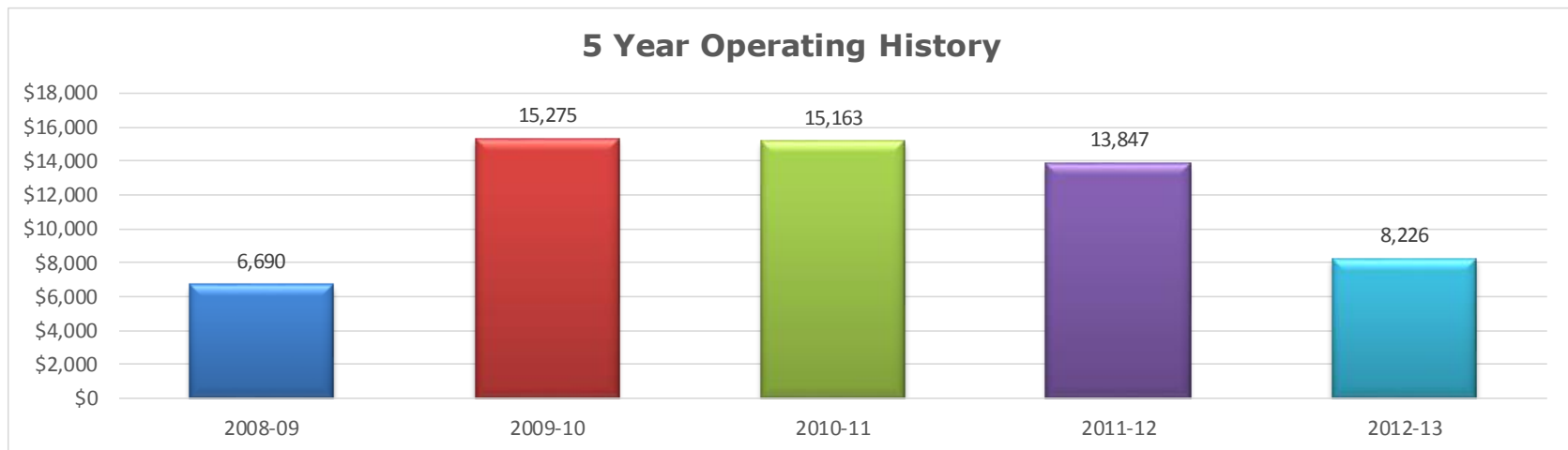
## Financial Statement

### Emergency Services Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

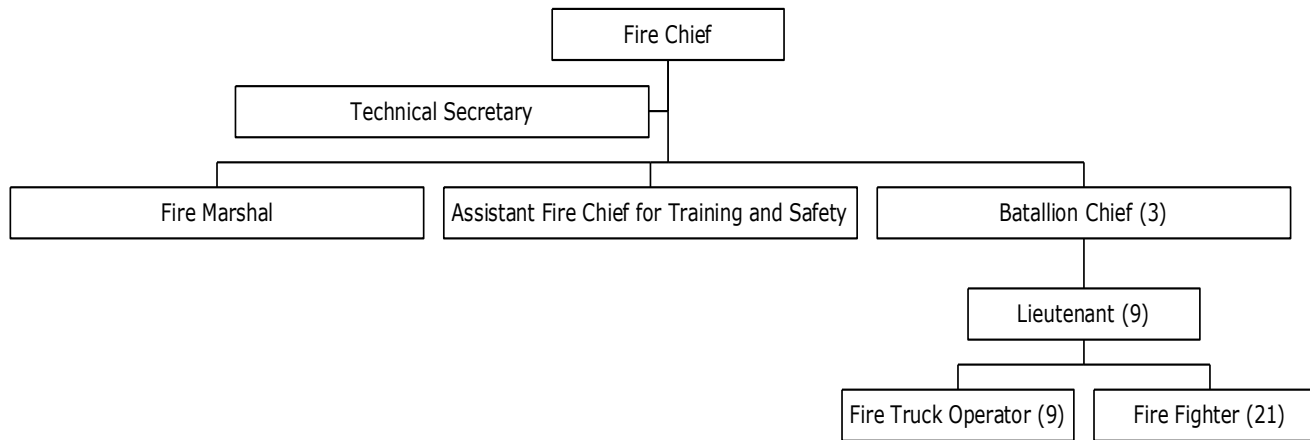
	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Other services and charges	\$ 8,226	\$ 20,649	\$ 16,421	\$ 16,558	\$ 17,055	\$ 17,567
Capital outlay	-	12,000	11,095	-	-	-
Total expenditures	\$ 8,226	\$ 32,649	\$ 27,516	\$ 16,558	\$ 17,055	\$ 17,567

## Summary of Budget Changes

### Operating Trends – Emergency Services



### Organizational Chart



## Fire/Emergency Services

<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Fire Chief	1	1	1
Assistant Fire Chief for Training and Safety	0	0	1
Fire Marshal	1	1	1
Training Safety Officer	1	1	0
Battalion Chief	3	3	3
Lieutenant	9	9	9
Fire Truck Operator	9	9	9
Firefighter	21	21	21
Technical Secretary	1	1	1
<b>Total Full-Time</b>	<b>46</b>	<b>46</b>	<b>46</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>46</b>	<b>46</b>	<b>46</b>



**Director of Planning and Community Development ..... C. Bradley Kaye, AICP CFM**  
**Chief Inspector/Electrical inspector ..... John Wegner**

## Service Statement

The Building Inspection Department serves a vast array of clients including city residents, property owners, developers, realtors, businesses and other City of Midland departments.

The Building division is dedicated to the protection of the health, safety and welfare of Midland residents and visitors through the enforcement of City ordinances and State law as it pertains to building codes and practices, property maintenance, signs, trash, litter and debris, zoning and other nuisance-related issues. Building inspection staff are State of Michigan-registered inspectors in their respective fields of expertise. Building inspection staff conducts architectural plan review and construction inspection services for all forms of construction, from single family residential to industrial manufacturing facilities and all uses in between. The City employs two rental housing and code enforcement inspectors to insure the safety and maintenance of the city's 6,250 registered rental units and encourage neighborhood stability through appropriate property maintenance code enforcement (e.g., trash, litter, debris, junk vehicles and front yard parking restrictions).

Members of the Building department staff are considered leaders in their field. They serve as members of various local and statewide professional organizations assisting in the training and education of their professional colleagues.

## Functions

### Administration

- Prepares and administers department budget
- Act as City's representatives and experts in code enforcement and rental inspection
- Prepare agendas and provide technical staff support to the Construction Board of Appeals

### Building Inspection & Code Enforcement

- Conducts commercial, industrial and residential building plan review
- Conducts building, plumbing, mechanical and electrical inspections
- Conducts rental inspections; rental units are inspected every two years
- Serves as liaison to the Midland Area Home Builders Association
- Issues soil erosion and sedimentation control, sign, fence and other zoning compliance permits
- Maintains and updates all permit and inspection-related records
- Enforces ordinances that address trash, litter, debris, junk vehicles, home occupations, signs, nuisances and other property maintenance issues
- Provides information regarding codes and ordinance requirements to builders, designers and the public



## Financial Statement

### Building Inspection Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 641,176	\$ 725,746	\$ 678,605	\$ 720,157	\$ 742,839	\$ 766,907
Supplies	11,866	15,550	11,100	9,300	14,371	11,943
Other services and charges	29,143	33,881	25,381	27,335	27,915	28,663
Total expenditures	<u>\$ 682,185</u>	<u>\$ 775,177</u>	<u>\$ 715,086</u>	<u>\$ 756,792</u>	<u>\$ 785,125</u>	<u>\$ 807,513</u>

## Summary of Budget Changes

### Operating Trends

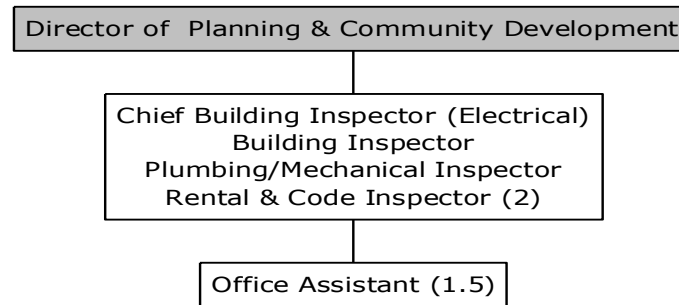


### Summary of Budget Changes

Building Inspections staffing has been reduced from 7 full-time positions in 2006-07 to 6 full-time positions budgeted for 2014-

15. This has had a positive effect on the overall reduction of expenses in the Building Department to the City annually over the past ten fiscal years.

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Chief Inspector / Electrical Inspector	1	1	1
Plumbing and Mechanical Inspector	1	1	1
Building Inspector	1	1	1
Rental & Code Enforcement Inspector	2	2	2
Office Assistant	1	1	1
<b>Total Full-Time</b>	<b>6</b>	<b>6</b>	<b>6</b>
<u>Regular Part-Time</u>			
Office Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>7</b>	<b>7</b>	<b>7</b>



Director of Planning and Community Development .....C. Bradley Kaye, AICP CFP  
Community Development Planner .....Grant Murschel

## Service Statement

The Planning Department serves a vast array of clients including city residents, property owners, developers, realtors, businesses and other City of Midland departments. Planning provides and maintains zoning, addressing, floodplain, census, housing, land divisions, inspection and future land use planning information for the community. The department works closely with the Midland Public Schools in the annual planning and construction of the Building Trades Program project. Planning & Community Development staff coordinates with the Information Services Department to create and maintain a set of geographic information system (GIS) maps and digital data including zoning, existing land use, future land use, floodplain, census, structure counts, building envelopes and other planning-related geospatial data.

Members of the Planning department staff are considered leaders in their field. They serve as members of various local and statewide professional organizations assisting in the advancement of planning initiatives state-wide.

## Functions

### Administration

- Prepares and administers department budget
- Acts as City's representative and expert in planning and zoning-related issues
- Provides oversight to the City's senior housing (Riverside Place and Washington Woods) facilities
- Liaison to the U.S. Census Bureau
- Liaison to FEMA for floodplain issues
- Prepares agendas and provides technical staff support to the Planning Commission, Housing Commission, Zoning Board of Appeals and West Main Street Historic District Commission
- Manage city owned rental properties

### Application and Review Process

- Provides information regarding application procedures and requirements
- Reviews site plan applications for compliance with City ordinances and regulations
- Reviews subdivision plat and site condominium applications for compliance with City ordinances and regulations
- Reviews zoning petition applications (rezoning requests) for compliance with the future land use plan and provides recommendations
- Reviews zoning ordinance text amendment applications and provides recommendations
- Reviews street vacation requests for compliance with City ordinances and regulations
- Provides design assistance to developers and City staff
- Conducts site plan compliance inspections prior to issuance of certificates of occupancy

### Planning, Zoning & Land Use

- Provides information regarding the City's zoning ordinance and subdivision regulations
- Provides information regarding planning, land use and zoning issues
- Prepares and maintains existing land use maps
- Implements and prepares amendments to the City of Midland Master Plan
- Coordinates with GIS Department to create digital maps
- Prepares and maintains official zoning district map
- Coordinates and maintains local area plans (DDA, CCA, Eastman Ave.) and corridor studies
- Serves as liaison to groups such as the Project for Public Spaces (PPS), Michigan Economic Development Corporation (MEDC), the Midland Board of Realtors and Midland Area Chamber of Commerce

## Financial Statement

### Planning Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 450,527	\$ 430,573	\$ 421,795	\$ 441,038	\$ 455,275	\$ 469,992
Supplies	5,297	7,600	5,850	11,850	7,868	7,885
Other services and charges	76,611	65,277	56,452	74,419	75,077	76,053
Capital outlay	-	70,000	63,039	-	-	-
Total expenditures	<u>\$ 532,435</u>	<u>\$ 573,450</u>	<u>\$ 547,136</u>	<u>\$ 527,307</u>	<u>\$ 538,220</u>	<u>\$ 553,930</u>

## Summary of Budget Changes

### Operating Trends



## Summary of Budget Changes

Planning and Community Development staffing has been reduced from 6 full-time positions in 2006-07 to 4 full-time positions budgeted for 2014-15. This has had a positive effect on the overall reduction of expenses in the Planning Department to the City annually over the past ten fiscal years.

## **Significant Notes – 2014-15 Budget Compared to 2013-14 Budget**

Following the departure and subsequent replacement of the Director of Planning and Community Development in 2011-12, additional consultant time was required to ensure the continued provision of central services and operation of the department. This additional time and expense was reduced to traditional levels in the following years. Looking ahead to fiscal year 2014-15, operational costs for consultant services and temporary positions have been further reduced while other departmental costs have been held consistent.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Director of Planning & Community Dvlp	1	1	1
Community Development Planner	0	1	1
Community Development Specialist	1	0	0
Planning Housing Technician	1	1	1
Technical Secretary	1	1	1
<b>Total Full-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>4</b>	<b>4</b>	<b>4</b>





**Public Services**

*for the Fiscal Year Ending June 30, 2015*

**Engineering  
Public Works**



City Engineer.....Brian McManus

## Service Statement

The Engineering Department is responsible for the planning, design and construction of City projects such as roads, sewers, water mains, drains, sidewalks, trails and soil erosion control.

Major responsibilities include in-house design and oversight of public works projects and oversight of consulting engineers engaged in design, construction engineering, inspection and materials testing on City projects.

Engineering develops master plans, cost estimates and funding strategies for public improvement projects during the annual project priority process. Engineering reviews plans for public and private improvements in City rights-of-way for compliance with City ordinances and development standards. Engineering is responsible for all records of City utilities, local and major streets, pavement management and pavement markings, traffic counts, traffic sign and signal maintenance and traffic control orders. Engineering receives requests for installation of new traffic control devices and processes these requests in coordination with the City's traffic consultant and Midland City Council.

Residents, property owners, developers, builders and consulting engineers obtain a variety of information from Engineering such as utility, wetland and floodplain locations, development standards, construction specifications, permit and inspection requirements, and location and availability of City utilities. Property owners can receive information on special assessment procedures for implementing road, water, sewer or sidewalk improvements. Engineering is responsible for setting the right-of-way standards, issuing right-of-way construction permits for sewer connections, driveways, sidewalks, curb cuts, gas mains, electric lines and communication wires and performs all permit inspections. Plans for private development are submitted to the

Engineering Department to review for conformance with City development standards and traffic requirements.

Construction inspection is conducted to ensure conformance with City, State and County requirements and contract specifications.

Engineering develops and administers the City's storm water ordinance by implementing programs and projects to promote sustainable storm water management and reduce soil erosion to improve and protect water quality in drains and rivers.

Engineering is actively using the City's Geographic Information System (G.I.S.) to address public concerns, review and maintain street and utility infrastructure and manage street signs.

Engineering manages daily operations for Jack Barstow Municipal Airport that includes snow plowing, grounds mowing, pavement maintenance, grounds maintenance and building maintenance.

## Functions

### Administration

- Prepares and administers department budget
- Prepares and administers capital improvement budget for roads, sanitary sewers, water mains, drains and detention, and sidewalks
- Liaison with Federal, State and County agencies to implement projects and programs
- Liaison with developers to implement public improvements for new residential, commercial and industrial developments
- Liaison with utility companies for private utility construction in City right-of-way
- Prepares and maintains development standards for new development
- Assists with development of master plans for capital improvements

## Functions (cont.)

### Administration (cont.)

- Administers a Storm Water Management program and ordinance
- Coordinates the City's street light program
- Manages operations for Barstow Municipal Airport

### Engineering

- Designs public improvement projects such as roads, bridges, storm drains, sanitary sewers, stream bank stabilization and water mains
- Design reviews and recommendations with MDOT for projects on State Highway System and Midland County Road Commission for County projects
- Technical consultant and project implementation manager for DDA and Project for Public Spaces projects
- Reviews development-related public improvement plans for compliance with City standards and specifications
- Reviews development-related site grading, drainage and soil erosion control plans for compliance with City, County and State requirements
- Maintains street utility maps and G.I.S.
- Maintains City development standards, construction specifications and standard construction details
- Investigates construction-related concerns from the public regarding construction and development projects
- Answers utility questions
- Performs modeling for sanitary and storm sewer systems
- Obtains permits from MDEQ and MDOT for construction of sewers, water mains and street improvements
- Participates in implementation and maintenance of the City's pavement management system and analyzes roads for defects and deficiencies
- Issues permits and performs inspections for right-of-way permits, sewer connections, curb cuts, sidewalks and soil erosion control

- Prepares special assessment district projects for paving, sanitary sewers, water mains and sidewalks
- Provides professional engineering and survey services for all City departments
- Maintains sewer lead location data for all connections to the sanitary systems
- Prepares applications for grants for State and Federal funding

### Surveying and Inspection

- Conducts surveys for design and construction layout of public improvements
- Maintains the City's benchmark systems
- Participates in data collection and maintenance of the City's geographic information system
- Inspects public improvements for compliance with development standards, construction specifications and soil erosion control requirements
- Inspects construction of city road, water, sidewalks and sewer projects
- Prepares and reviews legal descriptions for all real estate issues for the City of Midland

### Traffic Services & Traffic Engineering

- Reviews and approves traffic control for capital improvement projects and private work in City right-of-way
- Maintains and upgrades traffic signals and related signal equipment for the City of Midland, Midland County and City of Auburn
- Maintains records of traffic signals and signs
- Conducts, analyzes and maintains traffic volume counts
- Develops and maintains city-wide traffic signal progression
- Reviews plans of new developments for compliance with traffic standards
- Responds to requests for new traffic control devices such as signals and signs

### Functions (cont.)

#### Traffic Services & Traffic Engineering (cont.)

- Installs and/or coordinates installation of new traffic control devices
- Liaison to the Midland County Road Commission and City of Auburn for traffic signal complaints
- Investigates traffic vision obstructions
- Prepares traffic control orders for all new devices that are made permanent by City Council
- Conducts and oversees traffic impact studies
- Maintains traffic signal software
- Identifies/reviews traffic safety concerns and implements corrective actions
- Maintains and replaces street signage
- Maintains pavement marking for city streets annually and public parking lot areas as needed

- Maintains street lights for downtown, custom street lights in various locations, and in public parking areas
- Coordinates new public street light projects

#### Storm Water Drainage

- Manages storm water ordinance requirements for developments and subdivisions
- Evaluates storm water drainage system for needed improvements
- Develops and implements projects to improve watersheds and storm water drainage system
- Monitors Federal, State and County information regarding changes in storm water drainage by regulations and mandates
- Performs required Storm Water Operator duties required by MDEQ for projects on City property
- Obtains field and office data for creation of storm water model on G.I.S.
- Surveys drainage problems on private property and makes recommendation for corrections

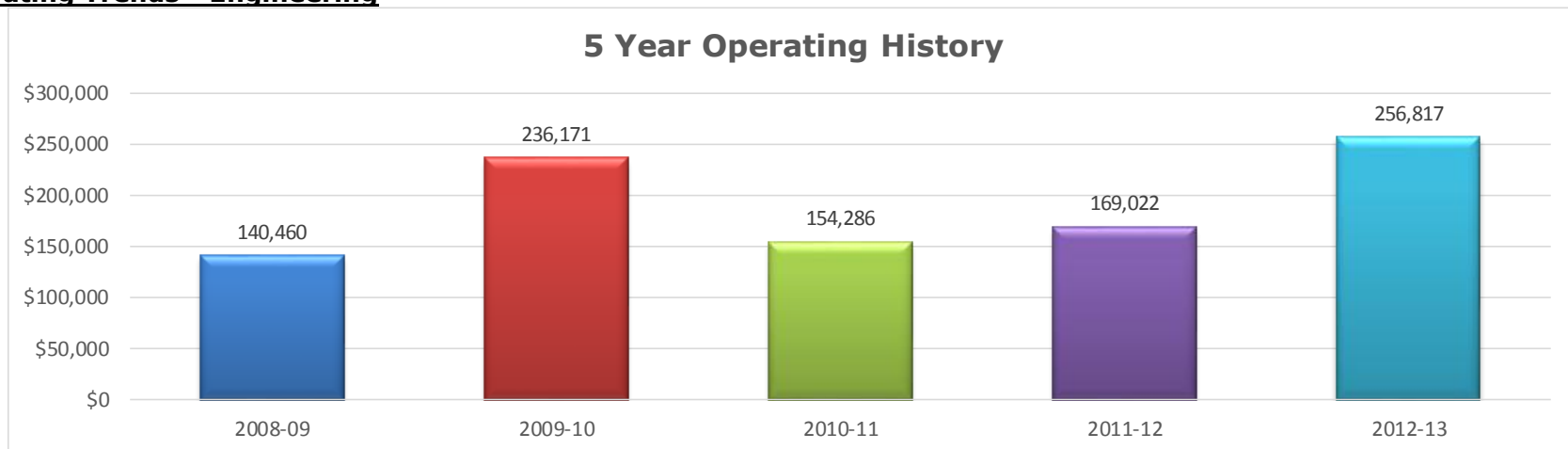
**Financial Statement**

**Engineering**  
Detail Of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 187,514	\$ 186,068	\$ 196,777	\$ 158,089	\$ 162,410	\$ 166,859
Supplies	11,193	16,210	16,210	16,210	16,582	16,935
Other services and charges	15,468	35,908	25,308	26,434	27,219	28,015
Capital outlay	42,642	24,000	24,000	15,000	12,000	6,000
Total expenditures	<u>\$ 256,817</u>	<u>\$ 262,186</u>	<u>\$ 262,295</u>	<u>\$ 215,733</u>	<u>\$ 218,211</u>	<u>\$ 217,809</u>

**Summary of Budget Changes**

**Operating Trends - Engineering**



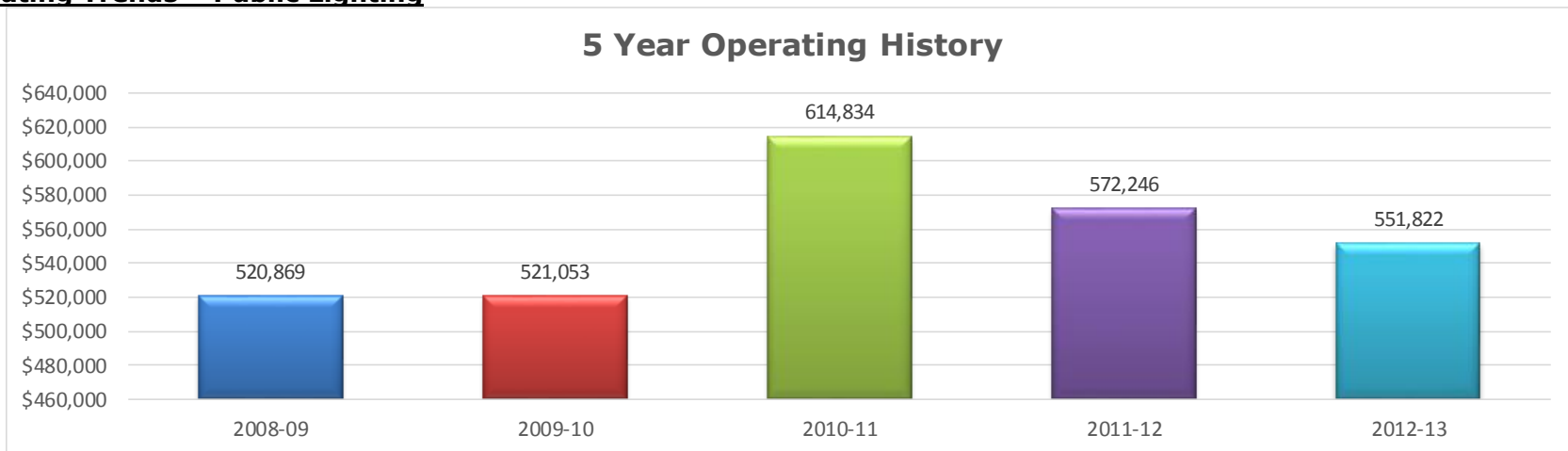
**Financial Statement**

**Public Lighting**  
Detail Of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 30,732	\$ 35,345	\$ 35,345	\$ 35,545	\$ 36,704	\$ 37,902
Supplies	6,058	30,000	28,000	28,000	28,442	28,890
Other services and charges	515,032	566,000	551,000	560,000	565,620	576,831
Total expenditures	<u>\$ 551,822</u>	<u>\$ 631,345</u>	<u>\$ 614,345</u>	<u>\$ 623,545</u>	<u>\$ 630,766</u>	<u>\$ 643,623</u>

**Summary of Budget Changes**

**Operating Trends – Public Lighting**



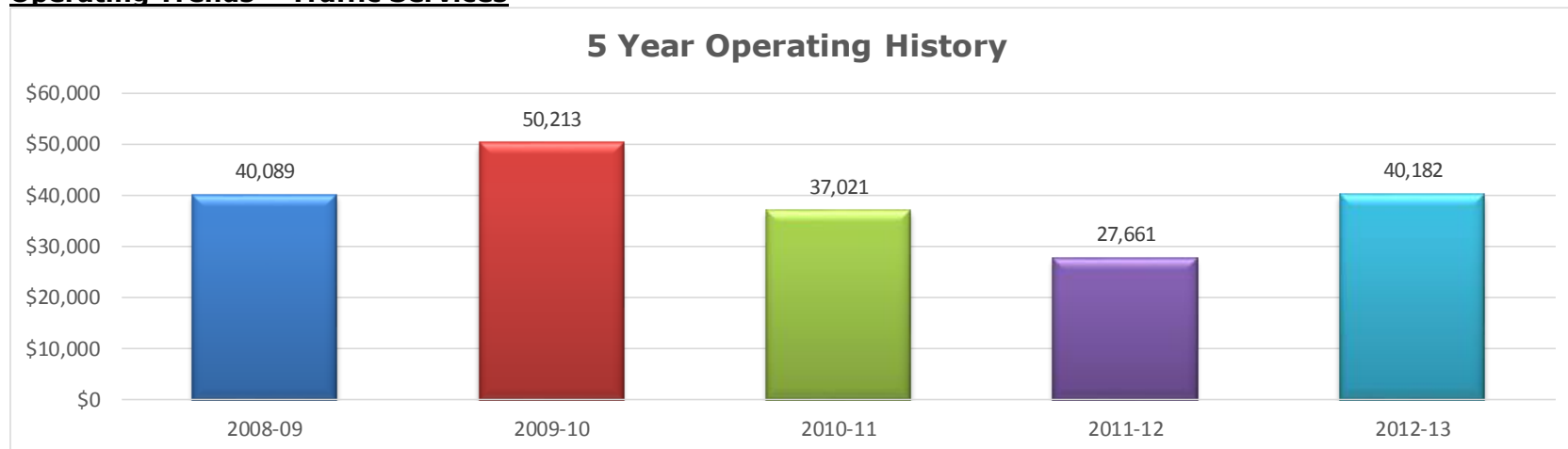
**Financial Statement**

**Traffic Services**  
Detail Of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 5,141	\$ 13,850	\$ 14,215	\$ 10,546	\$ 10,064	\$ 9,557
Supplies	11,628	12,600	13,100	13,400	17,025	14,342
Other services and charges	23,413	24,478	23,578	41,739	42,309	42,886
Capital outlay	-	9,500	9,500	32,000	11,500	13,000
Total expenditures	\$ 40,182	\$ 60,428	\$ 60,393	\$ 97,685	\$ 80,898	\$ 79,785

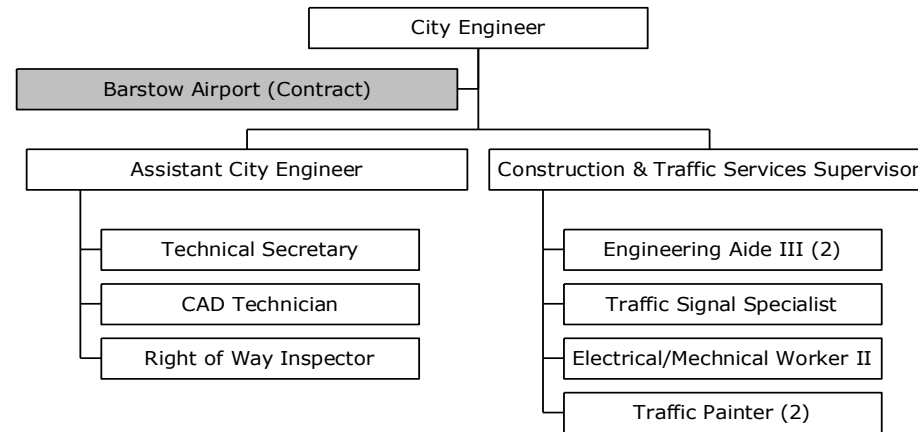
**Summary of Budget Changes**

**Operating Trends – Traffic Services**





## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
City Engineer	1	1	1
Assistant City Engineer	0	0	1
Office Manager	1	1	0
Construction & Traffic Services Supervisor	1	1	1
Right of Way Inspector	1	1	1
CAD Technician	1	1	1
Engineering Aide III	2	2	2
Traffic Signal Specialist	0	0	1
Electrical/Mechanical Worker II	2	2	1
Traffic Painter	2	2	2
Technical Secretary	1	1	1
<b>Total Full-Time</b>	<b>12</b>	<b>12</b>	<b>12</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>12</b>	<b>12</b>	<b>12</b>



Public Services Director .....	Karen Murphy
Assistant Director of Public Services .....	Jan Yuergens
Budget Analyst .....	Martha Rex

### Service Statement

The department's scope of services include: repair and maintenance of existing city sidewalks, sale of Dial-A-Ride tickets, and distribution of information relating to services offered. Public Services also provides labor to the major and local street funds for maintenance activities including curb and gutter repair, manhole repair, street sweeping, and snow and ice control.

### Functions

#### Administrative Services

- Prepares & administers department budget
- Prepares specifications for bid process for departmental purchases and makes recommendations to City Council
- Coordinates and evaluates staff activities for Public Services, Dial-A-Ride, Parks & Recreation, Equipment Maintenance and Street Maintenance functions
- Develops & maintains policies & programs

- Provides in-person and phone support to residents regarding City services
- Processes purchase orders and invoices for payment
- Coordinates employee payroll in conjunction with union contracts
- Develops programs and produces educational information for snow removal operations
- Maintains an inventory of materials for street maintenance activities
- Sells Dial-A-Ride tickets to walk-in customers and local agencies
- Maintains safety program in conjunction with MIOSHA and the City Manager's Safety Quality Review program

#### Sidewalk Maintenance

- Coordinates repair and replacement of existing sidewalks to maintain public safety
- Completes minor sidewalk repair using a crew of City employees
- Manages an annual sidewalk replacement program using a hired contractor

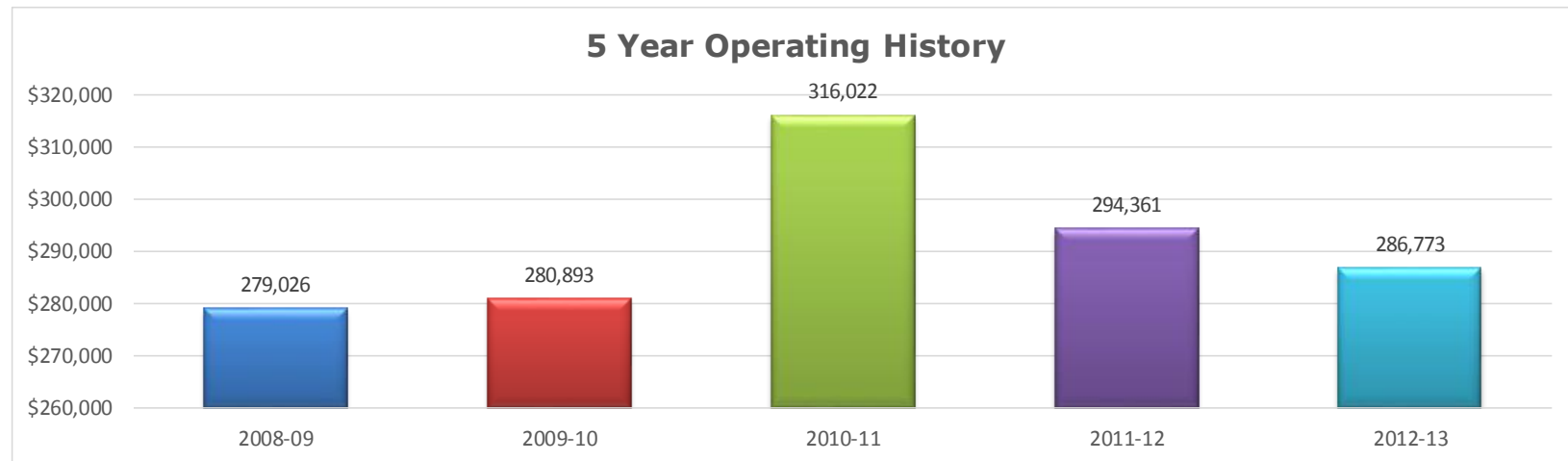
## Financial Statement

### Public Works Administration Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 246,412	\$ 276,863	\$ 268,357	\$ 259,470	\$ 267,226	\$ 275,762
Supplies	3,001	3,437	4,787	4,787	4,863	4,939
Other services and charges	37,360	36,992	38,310	36,647	37,747	38,879
Total expenditures	<u>\$ 286,773</u>	<u>\$ 317,292</u>	<u>\$ 311,454</u>	<u>\$ 300,904</u>	<u>\$ 309,836</u>	<u>\$ 319,580</u>

## Summary of Budget Changes

### Operating Trends – Public Works Administration



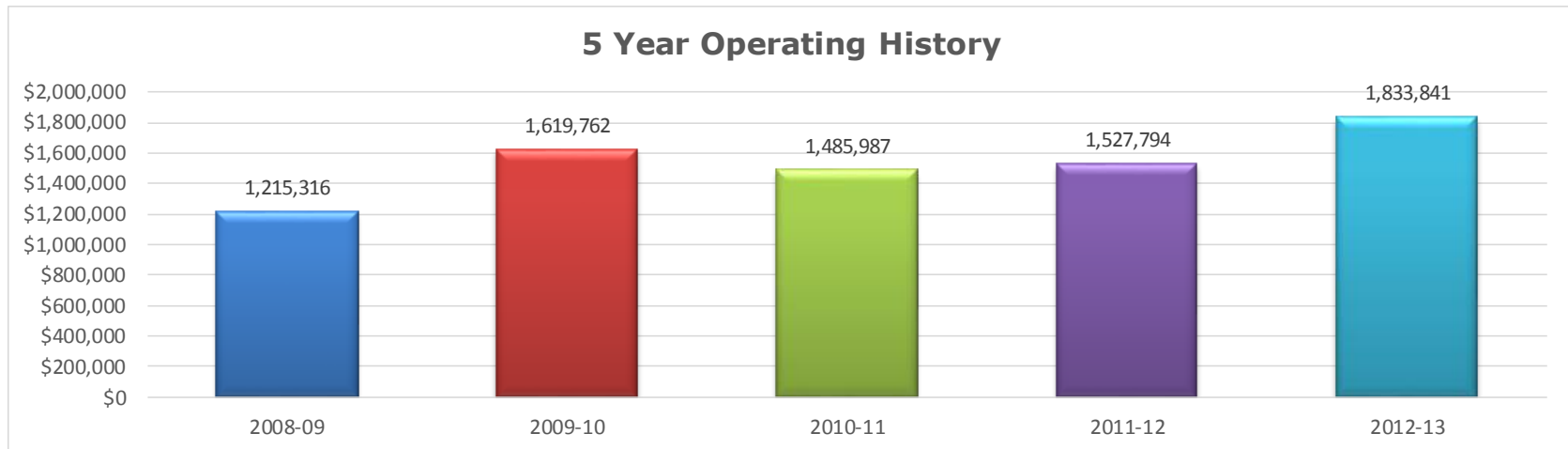
**Financial Statement**

**Public Works Activities**  
Detail Of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 468,798	\$ 411,068	\$ 397,392	\$ 495,231	\$ 498,017	\$ 544,857
Supplies	325,341	202,096	270,145	243,960	247,815	251,719
Other services and charges	1,039,702	895,237	541,148	561,703	566,924	583,631
Total expenditures	<u>\$ 1,833,841</u>	<u>\$ 1,508,401</u>	<u>\$ 1,208,685</u>	<u>\$ 1,300,894</u>	<u>\$ 1,312,756</u>	<u>\$ 1,380,207</u>

**Summary of Budget Changes**

**Operating Trends – Public Works Activities**



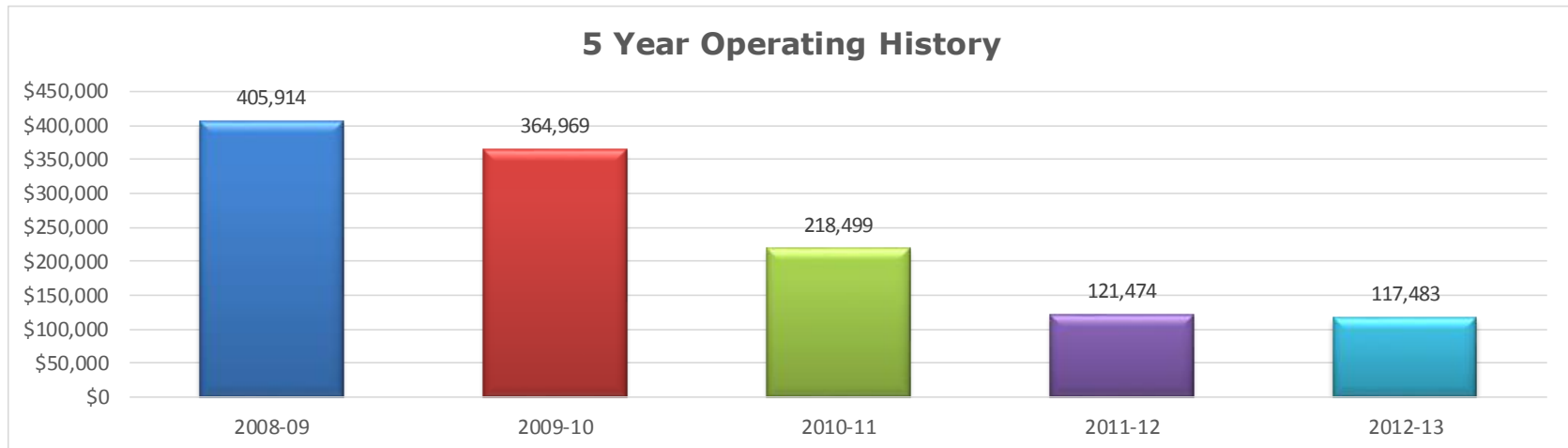
## Financial Statement

### Sidewalk Engineering and Maintenance Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13	2013-14		2014-15	2015-16	2016-17
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 33,496	\$ 94,832	\$ 66,613	\$ 93,809	\$ 96,705	\$ 99,696
Supplies	2,258	5,000	5,000	5,000	5,079	5,159
Other services and charges	81,729	101,500	94,500	101,500	102,010	102,536
Capital outlay	-	-	-	-	6,000	-
Total expenditures	<u>\$ 117,483</u>	<u>\$ 201,332</u>	<u>\$ 166,113</u>	<u>\$ 200,309</u>	<u>\$ 209,794</u>	<u>\$ 207,391</u>

## Summary of Budget Changes

### Operating Trends – Sidewalks



### Summary of Budget Changes

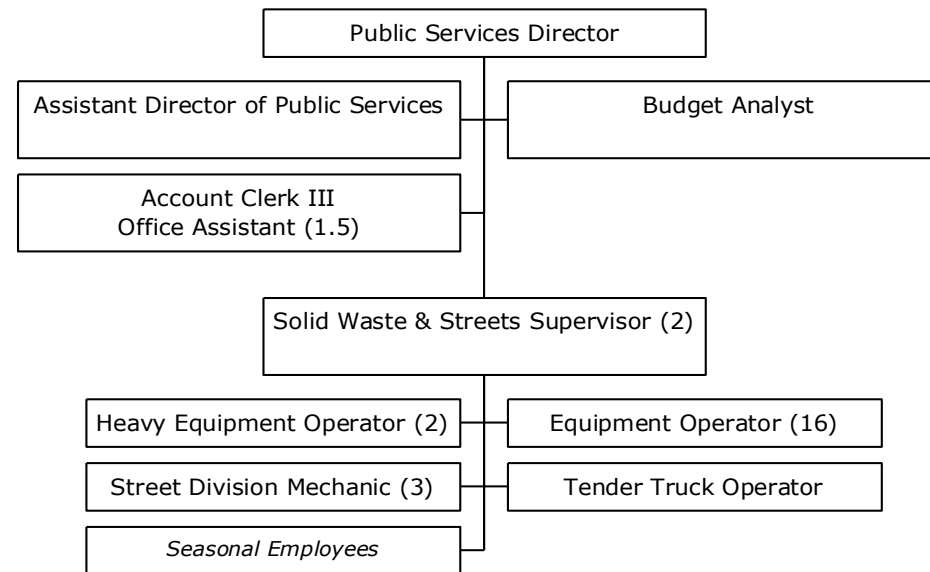
#### **Significant Notes – 2014-15 Budget Compared to 2013-14 Budget**

The public works and the parks and recreation crews, which historically have been separate departments, were combined into one department in September 2013. With

reduced staffing numbers over the past five years, combining forces has resulted in more versatility, where management can utilize the combined work force across various job tasks to meet seasonal work demands. With a smaller crew, staff will concentrate on efficiencies out in the field in order to continue to provide a high level of service to citizens.



**Organizational Chart**



<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Public Services Director	1	1	1
Assistant Director of Public Services	1	1	1
Budget Analyst	1	1	1
Account Clerk III	1	1	1
Office Assistant	1	1	1
Solid Waste and Streets Supervisor	2	2	2
Equipment Operator	17	17	16
Tender Truck Operator	1	1	1
Heavy Equipment Operator	2	2	2
Street Division Mechanic	3	3	3
<b>Total Full-Time</b>	<b>30</b>	<b>30</b>	<b>29</b>
<u>Regular Part-Time</u>			
Office Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>31</b>	<b>31</b>	<b>30</b>

For 2013-13 and 2013-14 Public Works included Sanitation Equipment Operators. These are now being shown in the Sanitation department. For 2014-15, 2 Equipment Operator position in Public Works were converted to Sanitation Equipment Operators. With 7 Sanitation Equipment Operator positions, management can cover for vacation/sick days easier

and can cross train the Sanitation Equipment Operators on a rotational basis to perform other tasks when not needed to assist with sanitation responsibilities. This cross training better prepares the employees for promotional opportunities that may arise within the department.



## **Sanitation**

*for the Fiscal Year Ending June 30, 2015*

**Residential Refuse Collection  
Heavy Refuse Collection  
Fall Leaf Pickup  
Curbside Recycling**



Public Services Director .....	Karen Murphy
Assistant Director of Public Services .....	Jan Yuergens
Budget Analyst.....	Martha Rex

### Service Statement

The Sanitation department's scope of services include: refuse collection, seasonal yard waste collection, monthly curbside recycling service, monthly heavy item and brush collection, bulk leaf collection in the fall, overnight dumpster service on a reservation basis, curbside appliance collection, curbside Christmas tree collection in January, on-site customer service including sale of refuse and yard waste bins, and distribution of information relating to services offered.

### Functions

#### Administrative Services

- Prepares & administers department budget
- Prepares specifications for bid process for departmental purchases and makes recommendations to City Council
- Coordinates and evaluates staff activities for Sanitation
- Develops & maintains policies & programs
- Provides in-person and phone support to residents regarding City services
- Processes purchase orders and invoices for payment
- Coordinates employee payroll in conjunction with union contracts
- Sells refuse and yard waste bins to residents for use with the City's semi-automated collection system
- Provides yard waste bag stickers to local retailers for sale to residents
- Produces a five year calendar with the curbside recycling schedule that is distributed to all city residents

- Develops programs and produces educational information for refuse, recycling, heavy item and leaf collection, plus Borrow-A-Container and snow removal operations
- Coordinates delivery of curbside recycling carts to residents for use in the recycling program
- Maintains safety program in conjunction with MIOSHA and the City Manager's Safety Quality Review program

#### Curbside Collection Services

- Provides efficient, reliable, weekly refuse collection using both manual and semi-automated collection methods
- Performs weekly seasonal collection of yard waste using both manual and semi-automated collection methods
- Furnishes year-around service for monthly collection of heavy items and brush
- Manages an efficient monthly single stream curbside recycling program using a contracted collection service
- Offers a Borrow-A-Container program where residents can request overnight use of a dumpster for disposal of brush or refuse
- Coordinates delivery and pick up of ten dumpsters per day through the Borrow-A-Container program
- Provides collection of large appliances curbside on a call-in basis
- Implements economical curbside fall leaf collection
- Provides special collection of Christmas trees curbside in early January
- Empties dumpsters at 15 City facilities and parks on a daily or weekly basis

## Financial Statement

### Residential Refuse Collection Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13	2013-14		2014-15	2015-16	2016-17
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 506,559	\$ 560,695	\$ 498,420	\$ 512,660	\$ 529,375	\$ 546,650
Supplies	36,345	165,525	172,629	176,174	178,959	181,777
Other services and charges	464,346	525,374	899,510	899,586	920,565	942,173
Total expenditures	<u>\$ 1,007,250</u>	<u>\$ 1,251,594</u>	<u>\$ 1,570,559</u>	<u>\$ 1,588,420</u>	<u>\$ 1,628,899</u>	<u>\$ 1,670,600</u>

## Summary of Budget Changes

### Operating Trends – Residential Refuse Collection



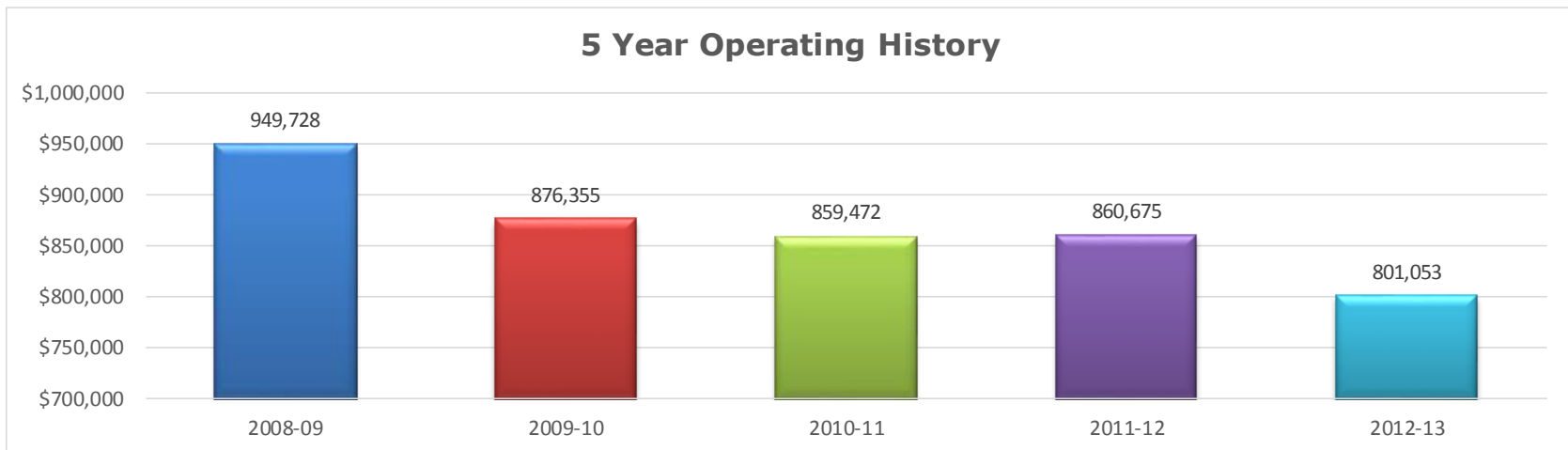
**Financial Statement**

**Heavy Refuse Collection**  
Detail Of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2015

	2012-13	2013-14		2014-15	2015-16	2016-17
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 466,257	\$ 540,564	\$ 540,152	\$ 554,763	\$ 572,484	\$ 590,801
Supplies	149	400	400	400	406	413
Other services and charges	334,647	364,700	374,700	374,700	390,900	399,889
Total expenditures	<u>\$ 801,053</u>	<u>\$ 905,664</u>	<u>\$ 915,252</u>	<u>\$ 929,863</u>	<u>\$ 963,790</u>	<u>\$ 991,103</u>

**Summary of Budget Changes**

**Operating Trends – Heavy Refuse Collection**



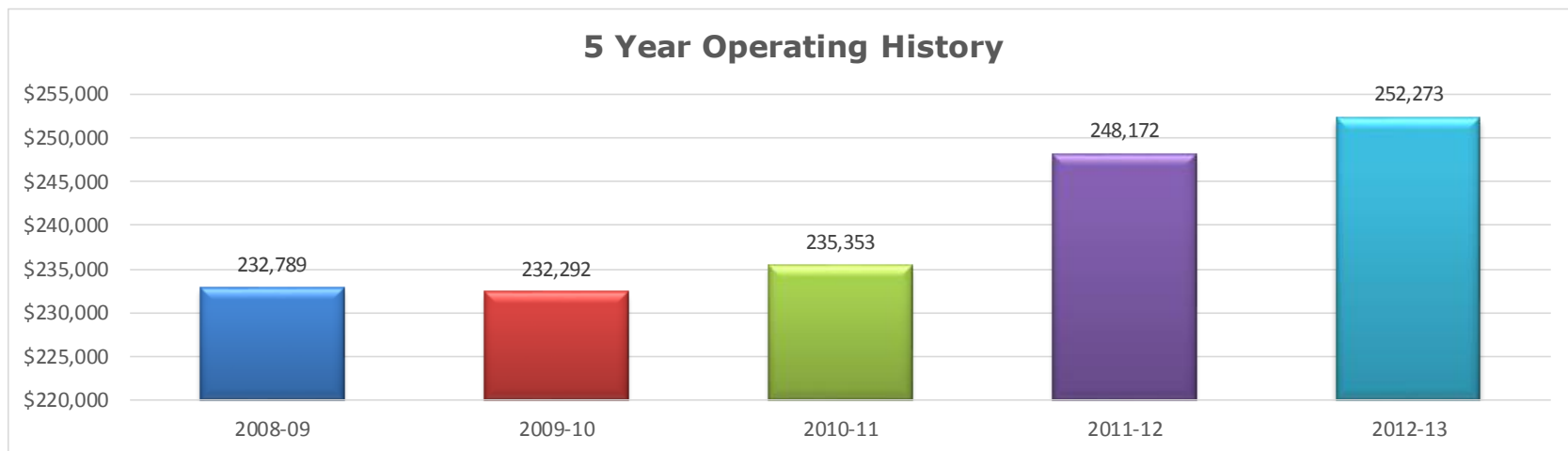
**Financial Statement**

**Fall Leaf Pick Up**  
Detail Of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 187,808	\$ 204,755	\$ 186,971	\$ 213,613	\$ 220,455	\$ 227,524
Supplies	-	200	22	200	200	200
Other services and charges	64,465	68,266	66,569	68,266	70,014	71,814
Total expenditures	<u>\$ 252,273</u>	<u>\$ 273,221</u>	<u>\$ 253,562</u>	<u>\$ 282,079</u>	<u>\$ 290,669</u>	<u>\$ 299,538</u>

**Summary of Budget Changes**

**Operating Trends – Fall Leaf Pick Up**





**Financial Statement**

**Curbside Recycling**  
Detail Of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Supplies	\$ -	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
Other services and charges	389,716	404,154	404,003	426,541	428,998	441,829
Total expenditures	<u>\$ 389,716</u>	<u>\$ 404,404</u>	<u>\$ 404,253</u>	<u>\$ 426,791</u>	<u>\$ 429,248</u>	<u>\$ 442,079</u>

**Summary of Budget Changes**

**Operating Trends – Curbside Recycling**



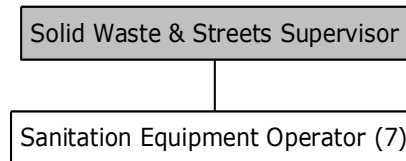
### **Summary of Budget Changes**

#### **Significant Notes – 2014-15 Budget Compared to 2013-14 Budget**

With reduced staffing numbers, a new equipment operator job classification was created for Parks and Public Works in 2010

which allows employees to be shared between the two departments. This versatility lets management move the work force between departments to meet seasonal work demands. With a smaller crew, staff will concentrate on efficiencies out in the field in order to continue to provide a high level of service to citizens.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Sanitation Equipment Operator	5	5	7
<b>Total Full-Time</b>	<b>5</b>	<b>5</b>	<b>7</b>
<u>Regular Part-Time</u>			
Office Assistant	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>5</b>	<b>5</b>	<b>7</b>

For 2012-13 and 2013-14 the Sanitation Equipment Operators were reported with Public Works. For 2014-15, 2 Equipment Operator positions in Public Works were converted to Sanitation Equipment Operators. With 7 Sanitation Equipment Operator positions, management can cover for vacation/sick days easier

and can cross train the Sanitation Equipment Operators on a rotational basis to perform other tasks when not needed to assist with sanitation responsibilities. This cross training better prepares the employees for promotional opportunities that may arise within the department.



## **Parks and Recreation**

*for the Fiscal Year Ending June 30, 2015*

**Parks and Recreation Administration**

**Parks**

**Forestry**

**Recreation and Seasonal Programs**

**Plymouth Park Pool**

**Cemetery**



<b>Public Services Director .....</b>	<b>Karen Murphy</b>
<b>Assistant Director of Public Services .....</b>	<b>Jan Yuergens</b>
<b>Recreation Manager .....</b>	<b>Marcie Post</b>
<b>Horticulturist.....</b>	<b>Stephanie Szostak</b>

### Service Statement

The department's scope of services includes: administration, upkeep and maintenance of grounds, facilities and recreation equipment in over 72 parks and the City cemetery, collaboration and support services for community events, facilitation of organized outdoor sports, coordination of seasonal programs and recreational activities, maintenance of landscaped areas and floral displays throughout the city, and trimming, removal and planting of trees in the City's rights-of-way and parks.

### Functions

#### Administrative and Support Services

- Prepares and administers department budget
- Prepares specifications for bid process and makes recommendations to City Council for purchases
- Coordinates and evaluates staff activities
- Develops and maintains policies and programs
- Provides in-person and phone support to residents regarding City services
- Processes purchase orders and invoices for payment
- Administers reservation processes for picnic shelters, the City Forest chalet, the portable stage and the band shell
- Coordinates registration of swim lessons, tennis lessons, beach volleyball and adult & girls' softball leagues
- Facilitates monthly Parks & Recreation Commission meetings
- Implements action items from the five-year Parks & Recreation Master Plan
- Provides leadership and administrative support to the Beautification Advisory Committee in conjunction with the annual Appreciation of Beautification Awards Program and the Make Midland Beautiful poster contest
- Administers support services for community events (i.e., Tunes by the Tridge, 4<sup>th</sup> of July Fireworks, softball

tournaments, Riverdays, Midnight on Main, and other downtown events)

- Maintains safety program in conjunction with MIOSHA and the City Manager's Safety Quality Review program

#### Parks

- Maintains over 2,700 acres of park land, with over 72 parks, including community parks, neighborhood block parks and environmental areas
- Maintains picnic shelters, buildings, storage areas and recreational equipment
- Provides lawn mowing and maintenance services using both City crews and contractors
- Provides snow removal for all parks and City parking areas
- Coordinates sound equipment, stage use, picnic table rental, picnic shelter preparation, trash removal and general park upkeep

#### City Forest

- Offers an A-framed Chalet with restrooms and a snack bar for use during winter recreational activities, and available for rent in the summer months
- Features snow-making and grooming equipment to extend seasonal opportunity for sledding
- Maintains four elevated, iced toboggan runs with toboggan rental
- Provides outdoor ice skating surface with skate rental available
- Offers 11K loop of groomed cross country ski trails, including a 1K lighted loop, with ski rental

#### Athletics

- Coordinates adult softball leagues, including team rosters, game schedules and field and umpire assignments
- Coordinates youth softball leagues, including team rosters, game schedules, field and umpire assignments
- Coordinates special events for youth and adults
- Operates adult beach volleyball and kickball leagues

### Functions (cont.)

#### **Summer Outdoor Recreation Activities**

- 18-hole disc golf course
- 15,000-square-foot concrete skatepark
- BMX bike track – home to weekly National Bicycle League sanctioned races
- Four-acre dog park featuring both wooded and open play areas
- Gerstacker Sprayground and Longview Sprayground
- Eleven miles of mountain bike trails at City Forest
- Walk Michigan program with organized walks held on Tuesdays, Wednesdays and Thursdays at various outdoor locations
- Weekly recreation program for adults with disabilities
- Weekly outdoor concert series, Tune by the Tridge, developed in coordination with the Downtown Development Authority

#### **Swimming**

- Accessible locker rooms, showers and zero depth pool entry are featured at Plymouth Pool
- Red Cross certified swim lessons offered at Plymouth Pool
- Stratford Woods Beach open late May to early September

#### **Cemetery**

- Provides maintenance for the City's 55-acre cemetery
- Assists customers with selection and location of cemetery lots
- Provides burial services as needed

#### **Forestry & Horticulture**

- Maintains street outlawn trees and city park trees through in-house pruning program
- Provides systemic treatment of trees to protect against diseases and insect damage
- Plants and removes street outlawn trees as necessary
- Ongoing planning, development and maintenance of planting beds throughout Midland under the supervision of the City horticulturist

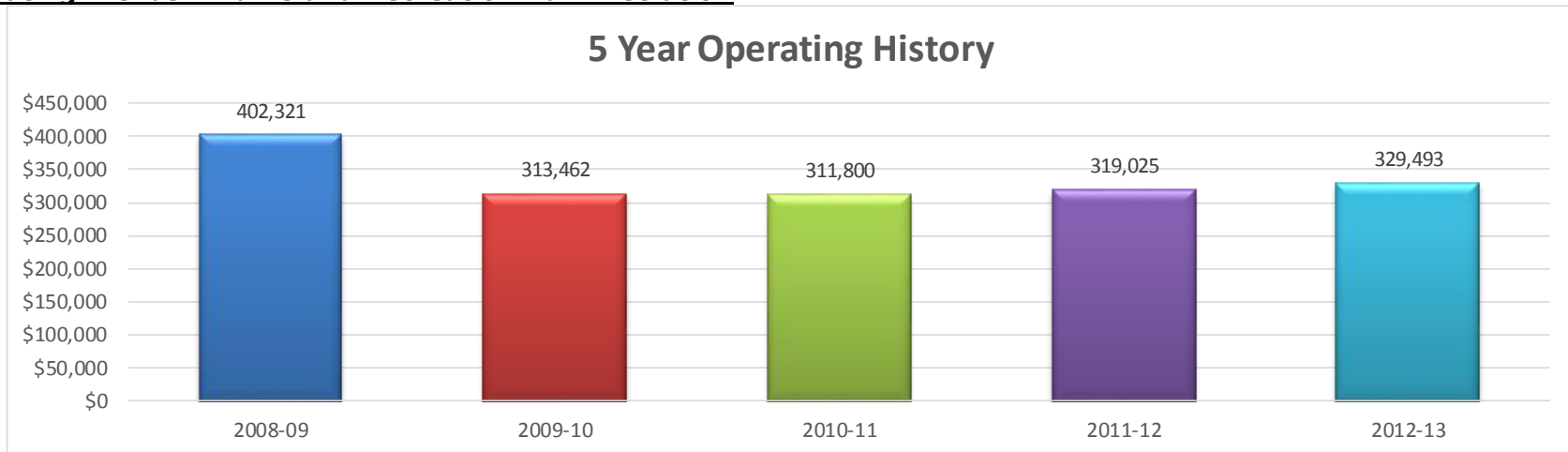
**Financial Statement**

**Parks and Recreation Administration**  
Detail Of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 315,009	\$ 328,656	\$ 321,832	\$ 316,982	\$ 327,268	\$ 337,898
Supplies	7,326	7,100	7,300	7,100	7,212	7,326
Other services and charges	7,158	7,878	8,626	12,777	13,161	13,555
Capital outlay	-	-	-	-	7,000	-
Total expenditures	<u>\$ 329,493</u>	<u>\$ 343,634</u>	<u>\$ 337,758</u>	<u>\$ 336,859</u>	<u>\$ 354,641</u>	<u>\$ 358,779</u>

**Summary of Budget Changes**

**Operating Trends – Parks and Recreation Administration**





## Financial Statement

### Parks

Detail Of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 1,672,970	\$ 1,755,104	\$ 1,748,421	\$ 1,791,939	\$ 1,840,623	\$ 1,910,299
Supplies	154,086	154,353	162,852	161,485	164,036	166,619
Other services and charges	866,815	803,134	815,720	806,942	784,629	798,534
Capital outlay	3,975	104,752	104,752	95,000	70,000	70,000
Total expenditures	<u>\$ 2,697,846</u>	<u>\$ 2,817,343</u>	<u>\$ 2,831,745</u>	<u>\$ 2,855,366</u>	<u>\$ 2,859,288</u>	<u>\$ 2,945,452</u>

## Summary of Budget Changes

### Operating Trends – Parks



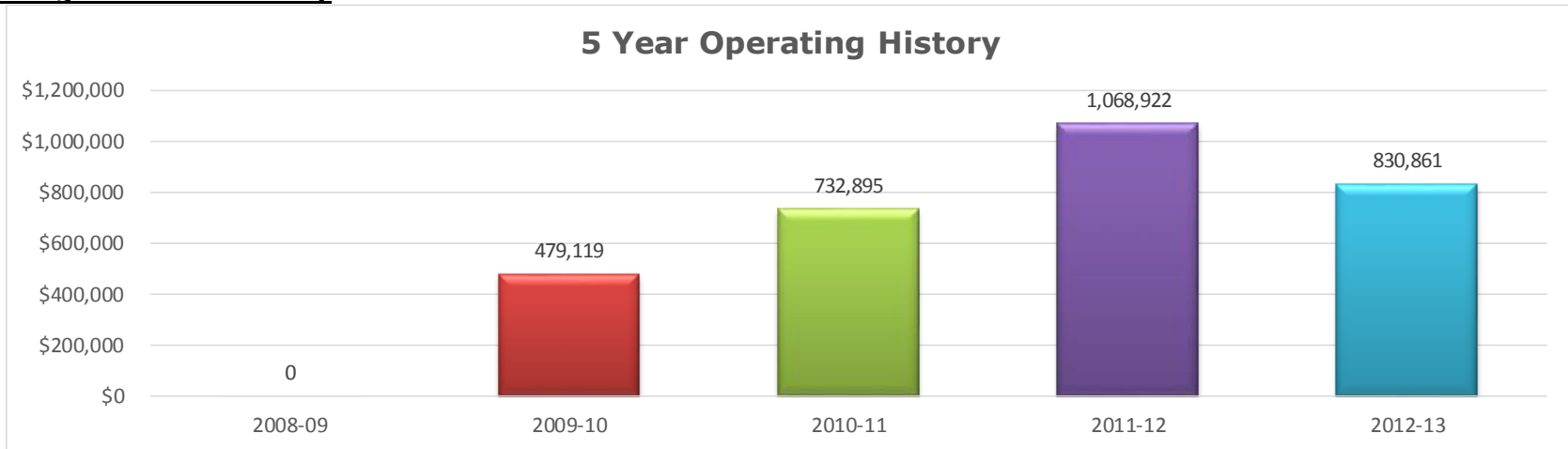
## Financial Statement

### Forestry Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 446,326	\$ 590,201	\$ 577,891	\$ 558,720	\$ 585,200	\$ 593,277
Supplies	75,055	39,154	54,769	52,644	53,477	54,319
Other services and charges	309,480	543,742	572,864	305,915	411,493	417,237
Total expenditures	<u>\$ 830,861</u>	<u>\$ 1,173,097</u>	<u>\$ 1,205,524</u>	<u>\$ 917,279</u>	<u>\$ 1,050,170</u>	<u>\$ 1,064,833</u>

## Summary of Budget Changes

### Operating Trends – Forestry



The Forestry division implemented a multi-year plan starting in 11/12 to address the damage caused by the emerald ash borer, resulting in additional expenses related to treating and

removing infected ash trees as well as planting new trees to replace those removed.

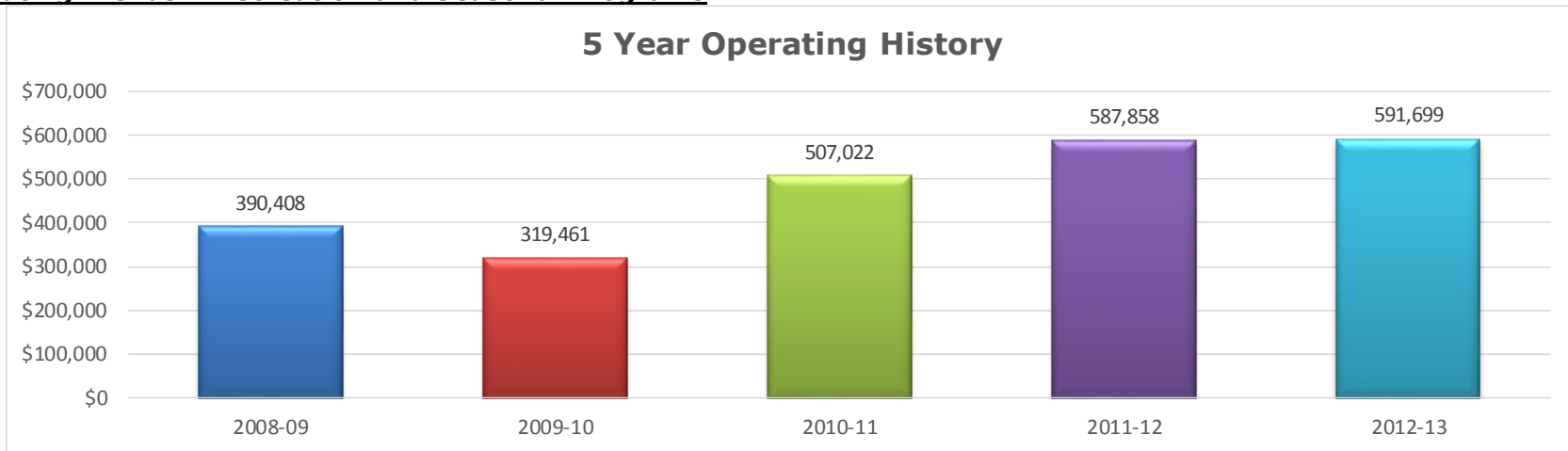
## Financial Statement

### Recreation and Seasonal Programs Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13	2013-14		2014-15	2015-16	2016-17
	Actual	Amended	Estimate	Adopted	Projected	Projected
<b>Expenditures</b>						
Personal services	\$ 455,844	\$ 446,080	\$ 389,247	\$ 334,192	\$ 345,041	\$ 352,508
Supplies	37,090	39,500	41,200	44,500	45,204	45,916
Other services and charges	88,970	127,781	132,729	145,692	127,965	130,327
Capital outlay	9,795	55,500	55,500	-	-	-
Total expenditures	<u>\$ 591,699</u>	<u>\$ 668,861</u>	<u>\$ 618,676</u>	<u>\$ 524,384</u>	<u>\$ 518,210</u>	<u>\$ 528,751</u>

## Summary of Budget Changes

### Operating Trends – Recreation and Seasonal Programs



**Financial Statement**

**Plymouth Pool**  
Detail Of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 68,051	\$ 73,784	\$ 73,784	\$ 68,541	\$ 68,790	\$ 69,048
Supplies	24,960	29,360	29,360	28,930	29,387	29,850
Other services and charges	47,638	53,707	59,817	53,441	56,908	62,829
Capital outlay	-	-	-	6,000	30,000	-
Total expenditures	<u>\$ 140,649</u>	<u>\$ 156,851</u>	<u>\$ 162,961</u>	<u>\$ 156,912</u>	<u>\$ 185,085</u>	<u>\$ 161,727</u>

**Summary of Budget Changes**

**Operating Trends – Plymouth Park Pool**



**Financial Statement**

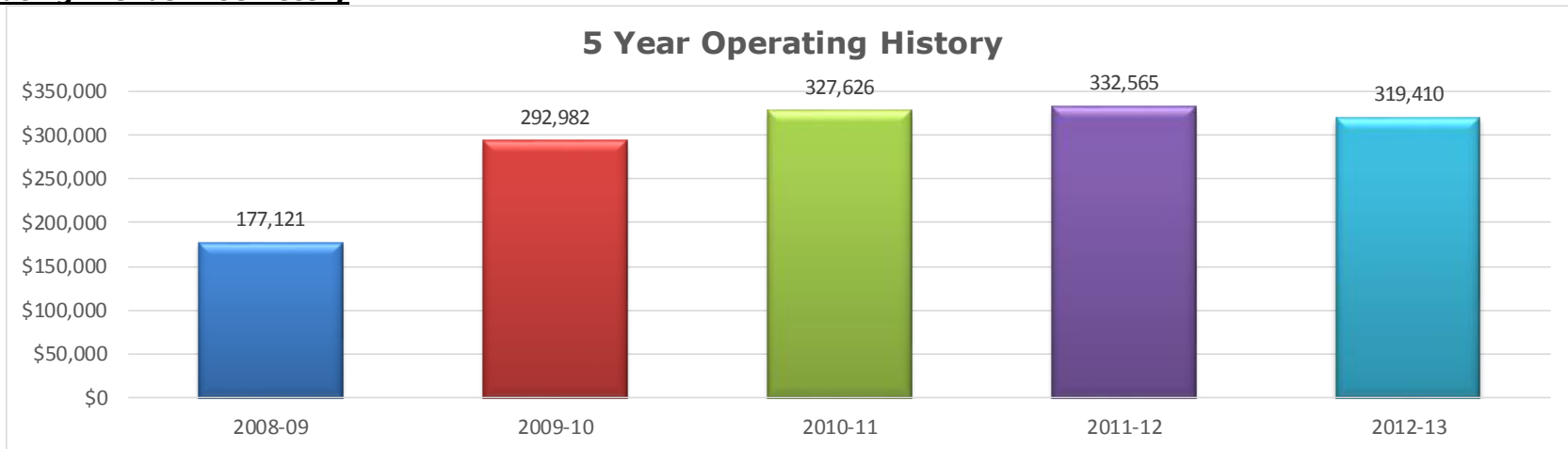
**Cemetery**

Detail Of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 229,222	\$ 275,521	\$ 246,363	\$ 210,599	\$ 215,911	\$ 244,300
Supplies	27,833	24,539	28,711	24,424	24,809	25,201
Other services and charges	55,155	56,333	52,894	58,829	60,144	61,498
Capital outlay	7,200	22,757	22,757	8,800	5,000	6,000
Total expenditures	<u>\$ 319,410</u>	<u>\$ 379,150</u>	<u>\$ 350,725</u>	<u>\$ 302,652</u>	<u>\$ 305,864</u>	<u>\$ 336,999</u>

**Summary of Budget Changes**

**Operating Trends – Cemetery**



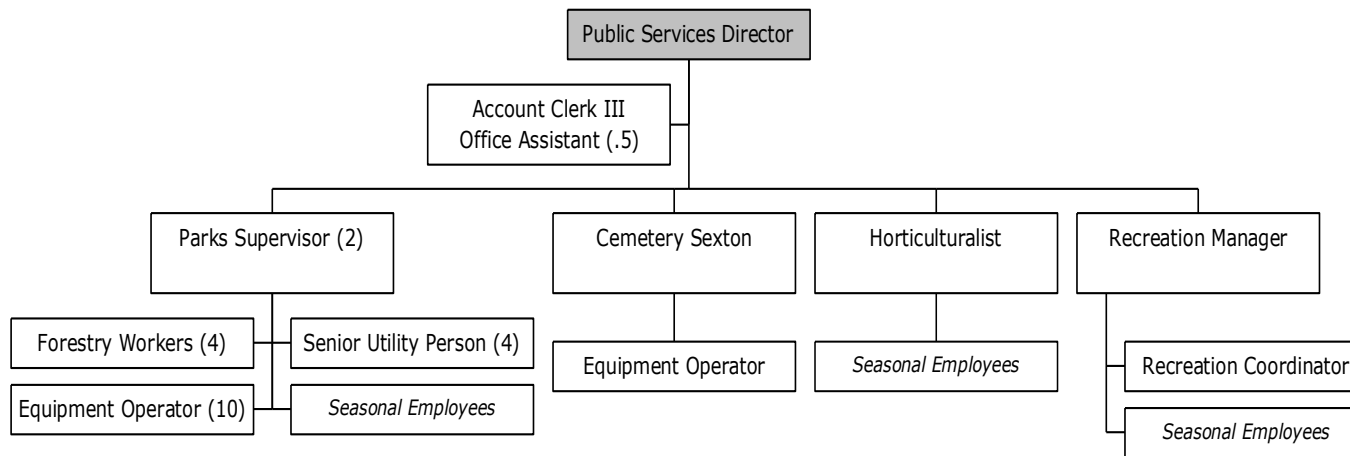
### Summary of Budget Changes

#### **Significant Notes – 2014-15 Budget Compared to 2013-14 Budget**

The 2014-15 forestry budget includes additional financial support of \$100,000 to combat the effects of the Emerald Ash Borer (EAB). EAB is an exotic insect that bores under the bark of ash trees, resulting in the death of the tree. The City has a multi-year plan in place to treat and/or remove ash trees

located in the city rights-of-way to mitigate the effects of EAB. Project expenses to date to combat EAB have been less than originally projected as the forestry crew has been able to do the majority of the ash removals using an in-house crew, and will use in-house crews to retreat trees going forward as well. Keeping this work in-house has kept contracted expenses lower than anticipated, but additional funds will continue to be needed for the project in the coming years.

**Organizational Chart**



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Cemetery Sexton	1	1	1
Parks Supervisor	2	2	2
Horticulturist	1	1	1
Recreation Manager	1	1	1
Recreation Coordinator	0	0	1
Account Clerk III	1	1	1
Office Assistant	1	1	0
Equipment Operator	11	11	9
Forestry Worker	4	4	4
Heavy Equipment Operator	1	0	0
Senior Utility Person	3	4	4
<b>Total Full-Time</b>	<b>26</b>	<b>26</b>	<b>24</b>
<u>Regular Part-Time</u>			
Softball Coordinator	1	1	0
Office Assistant	0	0	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>27</b>	<b>27</b>	<b>25</b>





## **Other Functions**

*for the Fiscal Year Ending June 30, 2015*

**Barstow Airport  
Tax Appeals  
Miscellaneous**



**Assistant City Manager for Financial Services ..... David A. Keenan**

### **Service Statement**

For budgetary reporting, some departments within the General Fund were combined together into the category of Other Functions. These departments are being shown here in order to provide further detail.

### **Functions**

#### **Barstow Airport**

- Engineering manages daily operations for Jack Barstow Municipal Airport. These operations include snow plowing, grounds mowing, and pavement, grounds and building maintenance.

#### **Tax Appeals**

- The City Attorney's office oversees all tax appeals, defending the City Assessor's value determinations in tax appeal cases, including Michigan Tribunal and State Tax Commission hearings.

#### **Miscellaneous**

- Accounts for the activity of: the City's share of Midland Tomorrow, which promotes economic development; the Urban Cooperation Act Agreement, which provides revenue sharing to certain outlying townships; and other various activities of the City regarding communication and representation of the City's residents.

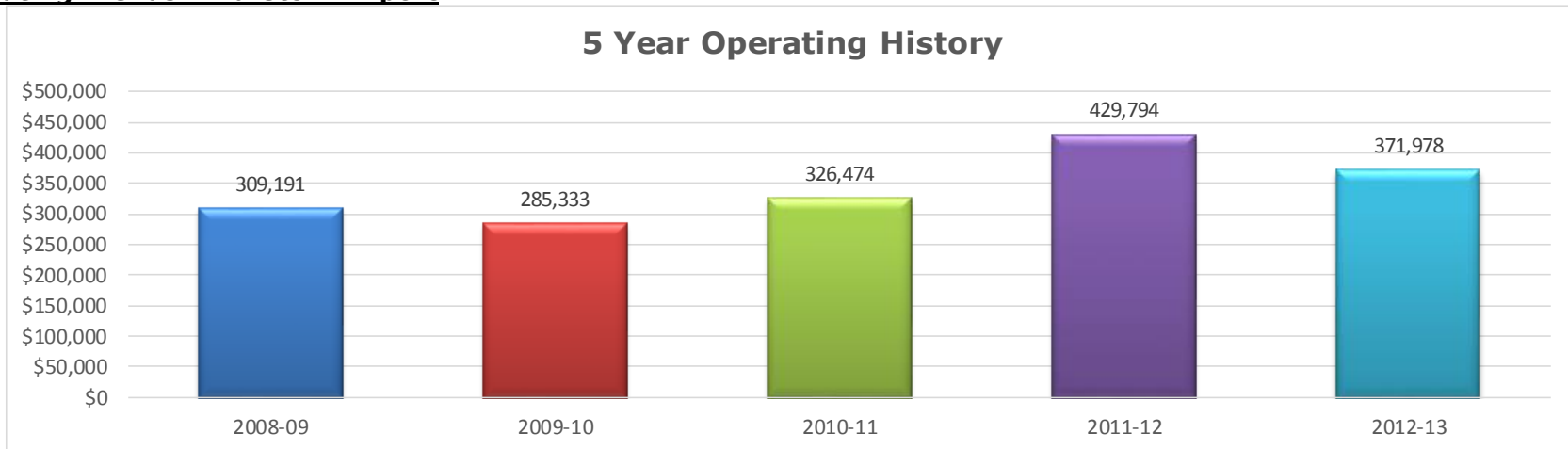
**Financial Statement**

**Barstow Airport**  
Detail Of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 7,447	\$ 12,393	\$ 13,504	\$ 15,835	\$ 16,342	\$ 16,862
Supplies	5,613	8,900	10,250	10,900	11,073	11,247
Other services and charges	349,025	353,759	360,004	356,763	363,241	369,759
Capital outlay	9,893	23,868	23,868	23,000	29,000	14,500
Total expenditures	<u>\$ 371,978</u>	<u>\$ 398,920</u>	<u>\$ 407,626</u>	<u>\$ 406,498</u>	<u>\$ 419,656</u>	<u>\$ 412,368</u>

**Summary of Budget Changes**

**Operating Trends – Barstow Airport**



**Financial Statement**

**Tax Appeals**

Detail Of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Other services and charges	\$ 573,259	\$ 429,000	\$ 429,000	\$ 429,000	\$ 429,000	\$ 429,000
Total expenditures	\$ 573,259	\$ 429,000	\$ 429,000	\$ 429,000	\$ 429,000	\$ 429,000

**Summary of Budget Changes**

**Operating Trends – Tax Appeals**



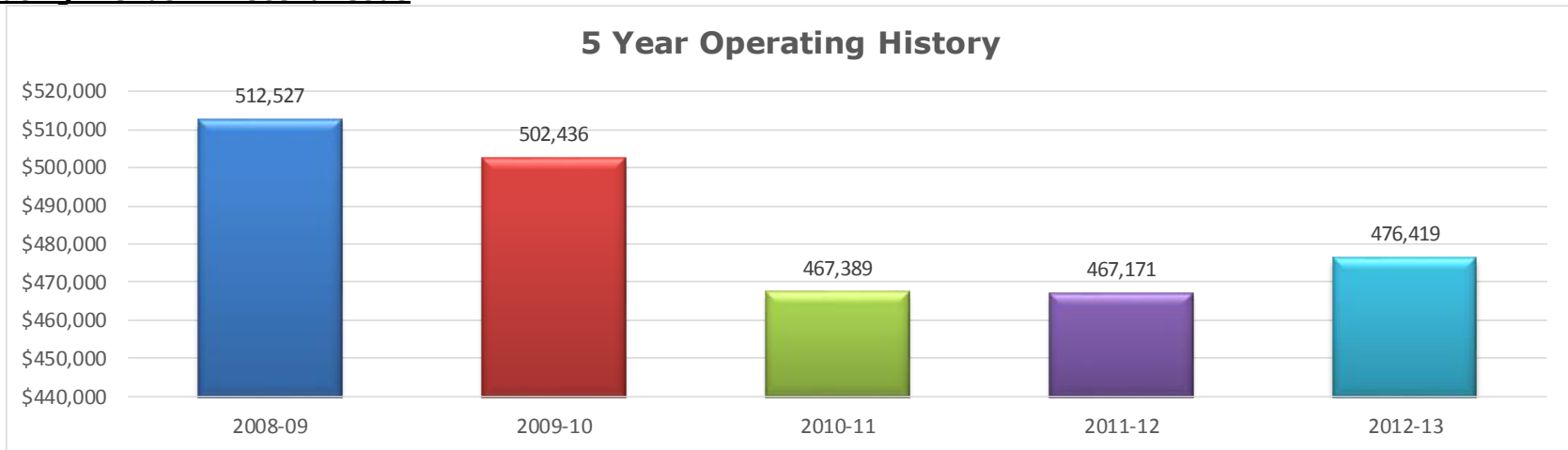
**Financial Statement**

**Miscellaneous**  
Detail Of Budget Appropriations and Revenues  
Fiscal Year Ending June, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Personal services	\$ 14,625	\$ 18,983	\$ 18,700	\$ 19,156	\$ 19,780	\$ 20,424
Supplies	72,296	70,500	70,500	70,500	71,614	72,742
Other services and charges	389,498	498,317	484,043	498,162	498,164	498,166
Total expenditures	<u>\$ 476,419</u>	<u>\$ 587,800</u>	<u>\$ 573,243</u>	<u>\$ 587,818</u>	<u>\$ 589,558</u>	<u>\$ 591,332</u>

**Summary of Budget Changes**

**Operating Trends – Miscellaneous**





## **Capital Projects**

*for the Fiscal Year Ending June 30, 2015*

**Capital Projects**



**Assistant City Manager for Financial Services ..... David A. Keenan**



### **Service Statement**

The Capital Projects department is used to account for new construction, major improvements/enhancements to facilities,

equipment improvements, infrastructure and/or other situations that require cost accumulation for capitalization. Projects are frequently of a multi-year nature.

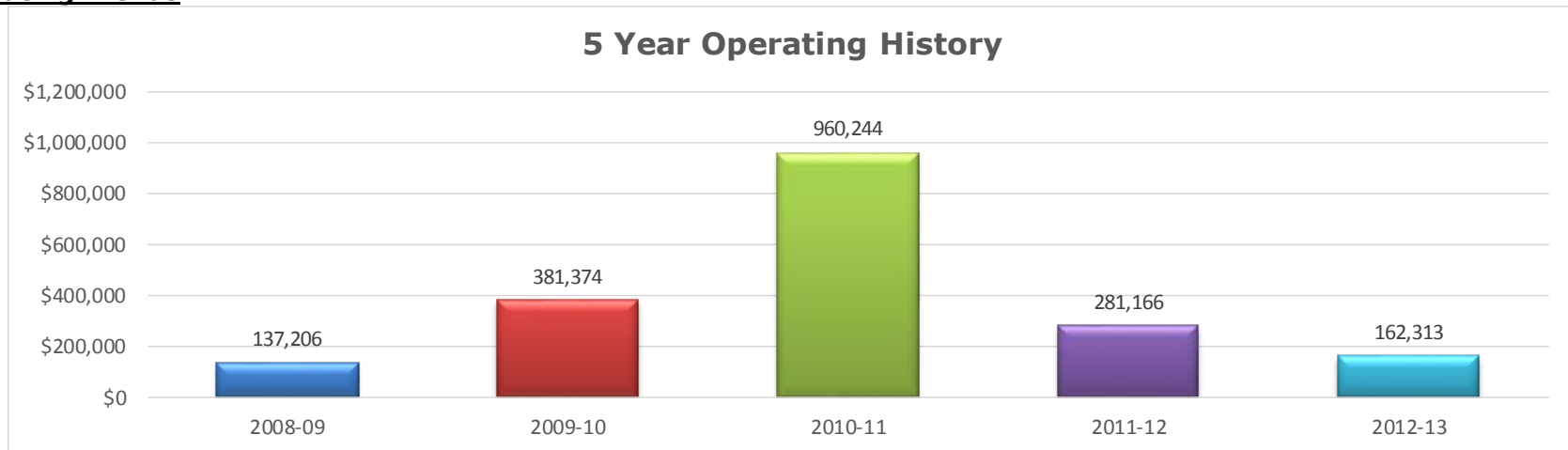
## Financial Statement

### Capital Projects Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14 Amended	2013-14 Estimate	2014-15 Adopted	2015-16 Projected	2016-17 Projected
<b>Expenditures</b>						
Capital projects	\$ 162,313	\$ 496,967	\$ 521,967	\$ 100,000	\$ 125,000	\$ 125,000
Total expenditures	\$ 162,313	\$ 496,967	\$ 521,967	\$ 100,000	\$ 125,000	\$ 125,000

## Summary of Budget Changes

### Operating Trends





**Reserve for Contingencies**

*for the Fiscal Year Ending June 30, 2015*

**Reserve for Contingencies**



**Assistant City Manager for Financial Services ..... David A. Keenan**

### Service Statement

The Reserve for Contingencies is an allocation of funds for unanticipated expenditures. It is for unknown expenses, emergencies or other circumstances that occur during the budget year. Expenses are not charged directly to this

department. Budget transfers are required. The City Manager is authorized to approve budget transfer of \$25,000 or less. City Council must approve any transfer from the Reserve for Contingencies that exceeds \$25,000. Expenses are charged to the appropriate department.

## Financial Statement

### Contingencies

Detail Of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Expenditures</b>						
Reserve for contingencies	\$ -	\$ 201,915	\$ 200,000	\$ 400,000	\$ 400,000	\$ 400,000
Total expenditures	\$ -	\$ 201,915	\$ 200,000	\$ 400,000	\$ 400,000	\$ 400,000



## **Transfers**

*for the Fiscal Year Ending June 30, 2015*

### **Transfers Out**



**Assistant City Manager for Financial Services ..... David A. Keenan**



### **Service Statement**

Transfers of resources from the General Fund to other funds are accounted for in the Transfers Out department. Funds are transferred to various other funds annually to support programs accounted for in other funds.

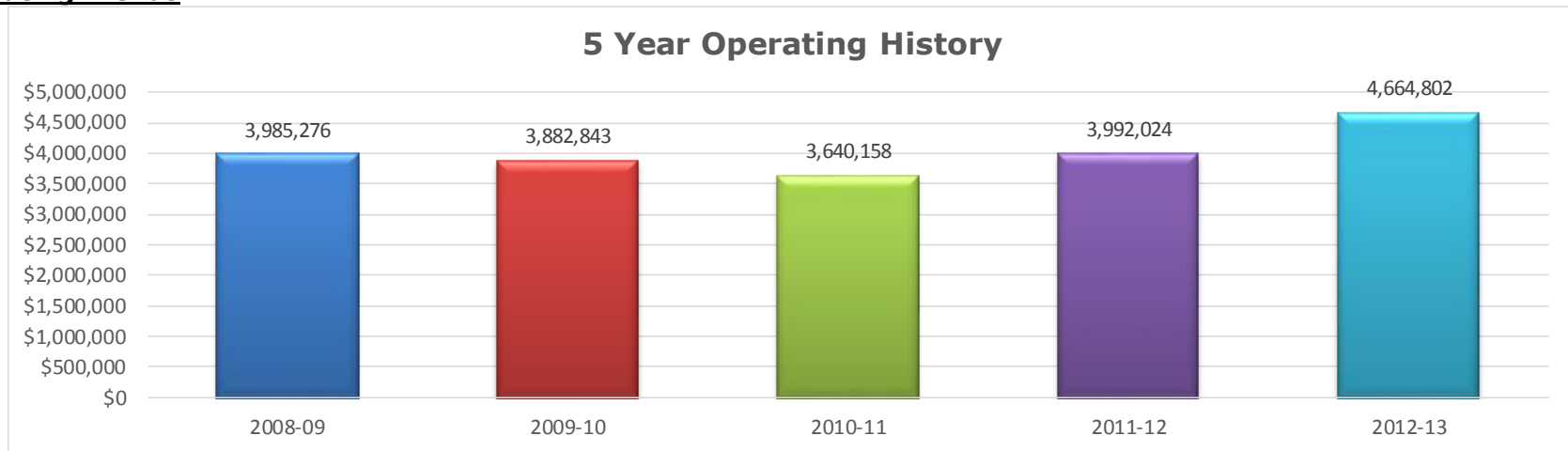
## Financial Statement

### Transfers Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Transfers out</b>						
Local Street Maintenance	\$ 88,000	\$ -	\$ -	\$ 200,000	\$ -	\$ -
Storm Water Utility Fund	450,000	510,000	510,000	620,000	620,000	560,000
Grace A Dow Library Fund	639,480	889,997	846,271	1,022,851	1,213,783	1,339,510
Dial-A-Ride Fund	704,530	753,861	668,291	701,820	705,012	731,097
Debt Service Fund	1,815,292	1,820,059	1,819,539	1,820,824	1,819,724	1,819,749
Civic Arena Fund	425,000	425,000	425,000	425,000	425,000	325,000
Golf Course Fund	540,000	540,000	540,000	540,000	425,000	375,000
Parking Fund	2,500	14,000	21,500	18,000	19,000	22,000
Municipal Service Center Fund	-	200,000	200,000	-	-	-
<b>Total transfers out</b>	<b>\$ 4,664,802</b>	<b>\$ 5,152,917</b>	<b>\$ 5,030,601</b>	<b>\$ 5,348,495</b>	<b>\$ 5,227,519</b>	<b>\$ 5,172,356</b>

**Summary of Budget Changes**

**Operating Trends**





## **Special Revenue Funds**

*for the Fiscal Year Ending June 30, 2015*

**Major and Local Streets**

**Center City Authority**

**Storm Water Management**

**Grace A. Dow Library**

**Community Development Block Grant**

**Special Activities**

**Midland Housing**

**Dial-A-Ride**

**Midland Community Television**

**Downtown Development Authority**



City Engineer..... Brian McManus  
Public Services Director .....Karen Murphy

### Service Statement

**The Maintenance Division** is responsible for day-to-day maintenance of the street system. This includes pothole filling, crack filling and curb and gutter repair on the Major and Local streets. Most work is performed on streets that are nearing the end of their life cycle and in need of major maintenance by the Construction Division in the near future. The Maintenance Division strives to prevent road conditions that may cause vehicle damage.

The Maintenance Division provides curb and gutter repairs for the Construction Division annual program when time and resources permit.

The Maintenance Division repairs manhole covers in the roadways that have settled or become damaged due to traffic.

Most of the city streets are improved with bituminous pavement; however, several gravel streets remain and those require frequent grading to ensure a smooth ride. Also, these gravel roads require frequent treatment of brine application to minimize dust blowing through city neighborhoods.

The Maintenance division annually inspects and maintains many miles of guardrail throughout the city. Guardrails, by their nature, are installed at locations that have safety concerns.

City streets are swept monthly by Maintenance Division staff. Street sweeping is critical for dust control and to stop sediment from reaching our rivers and streams.

The Maintenance Division inspects and cleans roadside ditches on an annual basis to ensure that water can drain away freely. Good drainage is critical to the performance and life expectancy of the road surface.

A major portion of the Maintenance Division fund is used to keep city streets clear of snow and ice accumulation. The City has an aggressive program for snow plowing and salting and has a "Snow Watch" program with employees on duty 24 hours a day through the winter. The Maintenance Division has primary routes and secondary routes that are prioritized. Salt applications are used in conjunction with the plowing to ensure a clean system.

The Maintenance Division consistently inspects the road system and handles complaints for debris on the roadway that require cleanup.

**The Traffic Division** is administered by the Engineering Department and is responsible for implementing and maintaining traffic control devices. Traffic signals and related equipment are replaced primarily due to age, traffic accidents, and either malfunctions or failures. Replacement cycles vary depending on equipment type. Signals staff is on-call to address maintenance issues 24 hours per day.

Street sign replacements occur annually for approximately 10% of the city due primarily to age, traffic accidents, vandalism, and theft. Pavement markings on city streets occur annually. Funding for traffic sign and signal upgrades are established along with the city street.

**The Construction Division** is administered by the Engineering Department. Annually, the City Engineer presents a construction program to City Council at a special Council meeting held in mid-January solely to discuss proposed construction projects. A follow-up meeting, if required, is held in February to finalize the project list. Projects that are accepted are then included in the annual City-wide budget. During the budget year, the major reconstruction projects are designed by the Engineering Department, bid out and then constructed by contractors. Along with construction costs, the

### Service Statement (cont.)

City Engineering Department design and inspection costs are charged to the Major and Local Street funds.

The Construction Division of the Engineering Department also designs and builds streets, turn lanes and other items to enhance the transportation system within the city of Midland.

The Construction Division also completes an annual crack sealing and surface treatment program to protect and extend the life of our street pavements.

### Functions

#### Fund Administration

- Maintenance Division activities are administered by the Public Services Director
- Traffic Services Division activities are administered by the City Engineer
- Construction Capital Improvements are administered by the City Engineering Department
- County Road millage funds are used to supplement the Major and Local Street funds to implement the annual construction program

#### Maintenance Division

- Provides repair and cleaning services for 80 miles of major streets, 160 miles of local streets, and 16 miles of State trunk line
- Responds to citizen requests for street maintenance and repair as deemed necessary by Public Works field supervisors
- Performs roadway surface maintenance, including asphalt repair and pothole patching

- Maintains and repairs guardrail
- Provides street sweeping services once a month on all city streets as weather permits
- Repairs curb and gutter defects
- Coordinates services with the Wastewater Department to repair sanitary sewer manhole covers
- Repairs storm water manhole and catch basin covers
- Cleans culverts and ditches to maintain adequate roadside drainage
- Provides dust control and road grading for gravel streets in the city
- Provides timely snow and ice control via salting and plowing in response to inclement weather with a 24-hour Snow Watch shift from late November through April 1
- Consults with the Engineering Department to determine best practices for different types of infrastructure repairs
- Provides barricades and traffic control for various community events

#### Traffic Services Division

- Monies are annually provided from Major and Local Street funds for traffic control and pavement markings on Local and Major Streets
- Traffic Services Division is administered by the Engineering Department so also see Engineering Division Functions
- Provides maintenance and replacement of over 10,000 traffic signs
- Maintains over 90 signalized intersections within the city
- Provides pavement markings for over 80 miles of streets
- Collects and analyzes machine and manual traffic counts to track traffic growth in the city
- Develops city-wide traffic signal progression
- Installs and/or coordinates installation of new traffic control devices

### Functions (cont.)

#### **Construction Division**

- Monies are annually transferred from Major and Local Street funds to the Capital Outlay Program for reconstruction and major maintenance and surface treatments on local and major streets in accordance with the Project Priority process administered by the Engineering Department and approved by City Council
- Also see Engineering Division Functions
- County Road millage funds are used to supplement Major and Local Street funds to implement the annual construction program

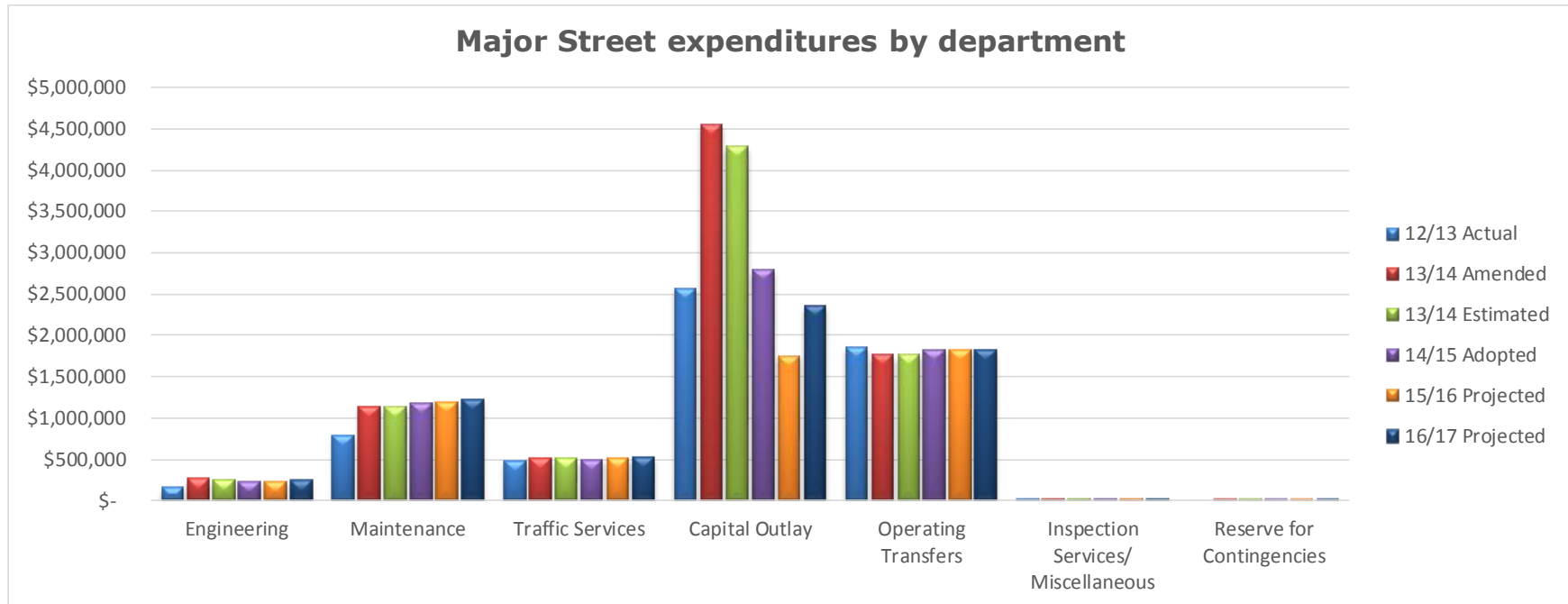


## Financial Statement

### 202 - Major Street Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

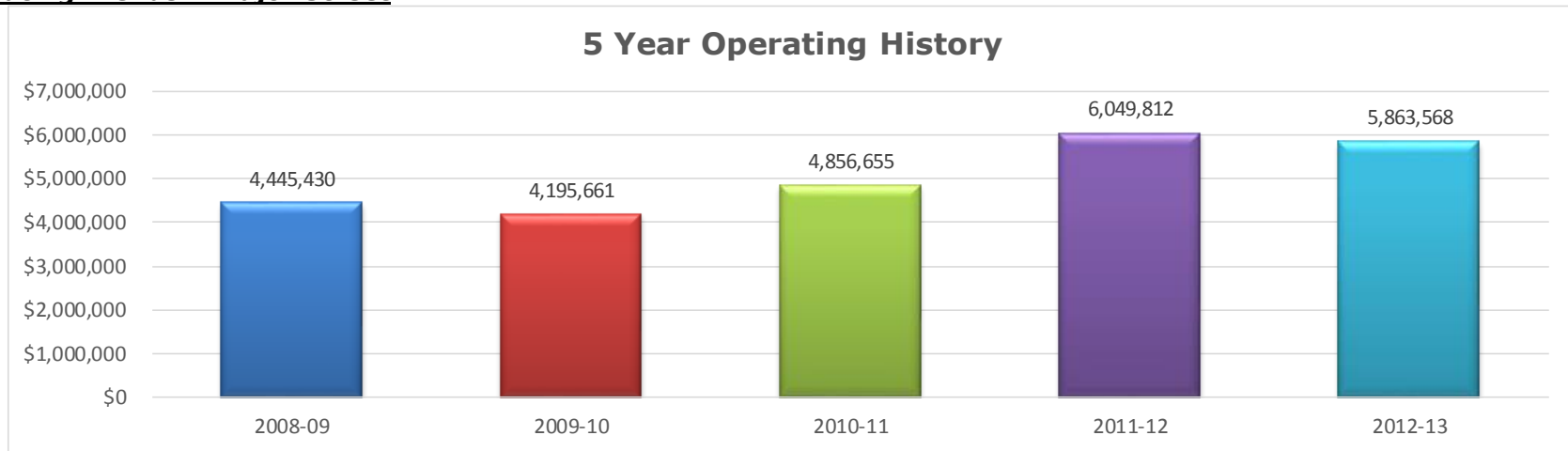
	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
County road millage	\$ 2,012,020	\$ 2,090,000	\$ 2,015,000	\$ 2,025,000	\$ 2,035,000	\$ 1,928,000
License and permits	108,157	88,000	96,000	96,000	96,000	96,000
State grants	1,309,370	-	-	-	-	-
State gas and weight taxes	2,746,401	2,600,000	2,715,000	2,756,000	2,797,000	2,839,000
Build Michigan funding	98,430	98,000	98,000	99,000	100,000	102,000
State trunkline maintenance	176,456	181,318	181,318	193,557	196,373	201,674
Contributions	-	1,300,000	1,300,000	50,000	50,000	50,000
Other	15,359	12,000	12,000	12,000	12,000	12,000
Investment earnings	5,088	4,000	4,000	4,000	4,000	4,000
Transfers in	12,182	-	-	218,000	-	-
Total revenues	<u>6,483,463</u>	<u>6,373,318</u>	<u>6,421,318</u>	<u>5,453,557</u>	<u>5,290,373</u>	<u>5,232,674</u>
<b>Expenditures</b>						
Personal services	858,507	1,056,686	1,129,862	1,092,740	1,122,819	1,157,403
Supplies	242,283	304,722	258,662	315,450	320,437	325,483
Other services and charges	346,280	562,299	526,827	501,102	514,991	527,998
Reserve for contingencies	-	20,000	10,000	20,000	20,000	20,000
Capital projects	2,566,046	4,555,069	4,281,047	2,784,500	1,750,000	2,347,000
Transfers out	1,850,452	1,754,246	1,759,733	1,807,475	1,821,144	1,809,927
Total expenditures	<u>5,863,568</u>	<u>8,253,022</u>	<u>7,966,131</u>	<u>6,521,267</u>	<u>5,549,391</u>	<u>6,187,811</u>
Excess of Revenues Over (Under) Expenditures	619,895	(1,879,704)	(1,544,813)	(1,067,710)	(259,018)	(955,137)
Fund Balance - beginning of year	4,313,807	4,933,702	4,933,702	3,388,889	2,321,179	2,062,161
<b>Fund Balance - end of year</b>	<u>\$ 4,933,702</u>	<u>\$ 3,053,998</u>	<u>\$ 3,388,889</u>	<u>\$ 2,321,179</u>	<u>\$ 2,062,161</u>	<u>\$ 1,107,024</u>
End of year fund balance:						
Unreserved	\$ 2,754,253	\$ 2,254,291	\$ 2,664,182	\$ 1,571,472	\$ 1,277,454	\$ 344,317
Special millage	709,707	799,707	724,707	749,707	784,707	762,707
Reserved for capital projects	1,469,742					
Total end of year fund balance	<u>\$ 4,933,702</u>	<u>\$ 3,053,998</u>	<u>\$ 3,388,889</u>	<u>\$ 2,321,179</u>	<u>\$ 2,062,161</u>	<u>\$ 1,107,024</u>

## Summary of Budget Changes



### Summary of Budget Changes (cont.)

#### Operating Trends – Major Street

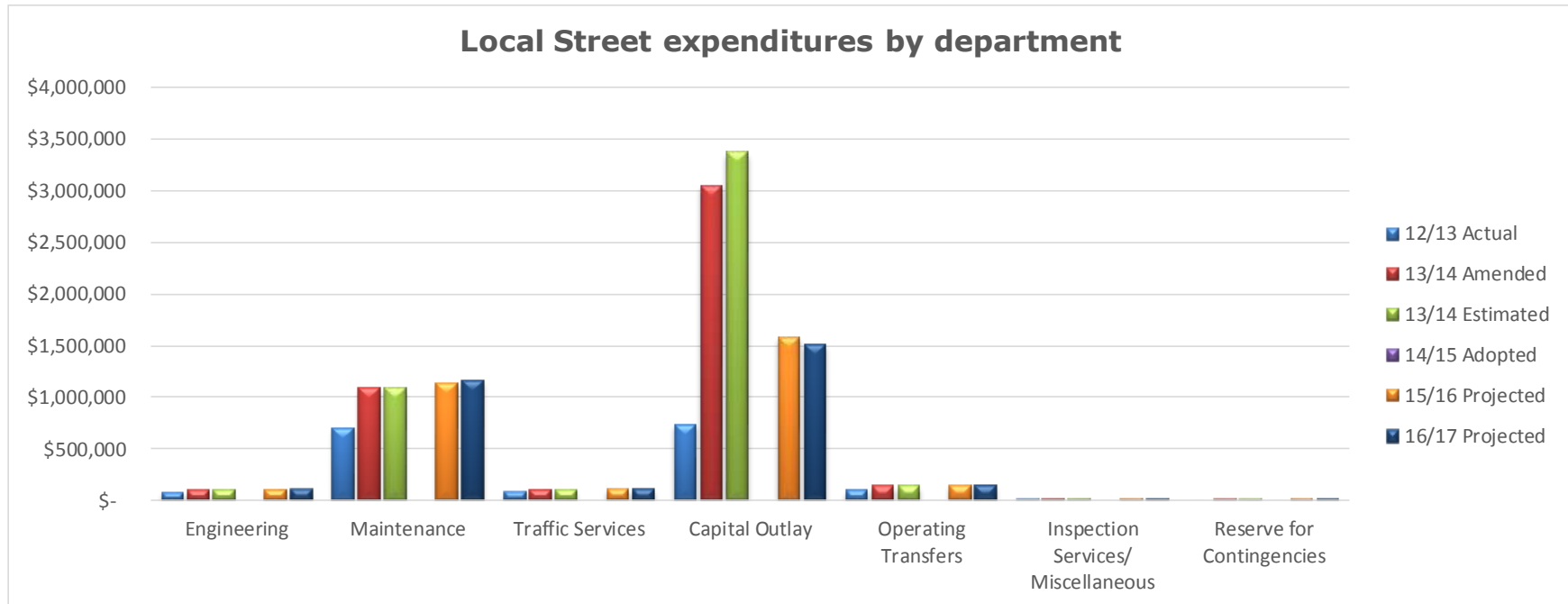


## Financial Statement

### 203 - Local Street Detail Of Budget Appropriations And Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
License and permits	\$ 66,290	\$ 72,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000
State gas and weight taxes	741,116	695,000	729,000	740,000	751,000	762,000
Build Michigan funding	26,599	26,000	27,000	27,000	27,000	27,000
Contributions	-	50,000	450,000	50,000	50,000	50,000
Other	6,395	-	200	-	-	-
Investment earnings	4,240	2,000	2,500	2,500	2,500	2,500
Transfers in	1,876,750	1,650,000	1,650,000	1,921,000	1,698,000	1,683,000
Total revenues	<u>2,721,390</u>	<u>2,495,000</u>	<u>2,928,700</u>	<u>2,810,500</u>	<u>2,598,500</u>	<u>2,594,500</u>
<b>Expenditures</b>						
Personal services	540,371	719,634	751,719	803,979	776,054	798,872
Supplies	104,705	223,700	199,700	243,200	226,219	229,782
Other services and charges	235,162	366,448	357,244	361,530	367,454	378,185
Reserve for contingencies	-	15,000	10,000	20,000	20,000	20,000
Capital projects	733,914	3,046,842	3,370,694	1,643,000	1,580,000	1,510,000
Transfers out	98,681	136,935	140,197	164,598	143,692	147,915
Total expenditures	<u>1,712,833</u>	<u>4,508,559</u>	<u>4,829,554</u>	<u>3,236,307</u>	<u>3,113,419</u>	<u>3,084,754</u>
Excess of Revenues Over (Under) Expenditures	1,008,557	(2,013,559)	(1,900,854)	(425,807)	(514,919)	(490,254)
Fund Balance - beginning of year	3,084,799	4,093,356	4,093,356	2,192,502	1,766,695	1,251,776
<b>Fund Balance - end of year</b>	<u>\$ 4,093,356</u>	<u>\$ 2,079,797</u>	<u>\$ 2,192,502</u>	<u>\$ 1,766,695</u>	<u>\$ 1,251,776</u>	<u>\$ 761,522</u>
End of year fund balance:						
Unreserved	\$ 2,407,514	\$ 2,079,797	\$ 2,192,502	\$ 1,766,695	\$ 1,251,776	\$ 761,522
Reserved for capital projects	1,685,842	-	-	-	-	-
Total end of year fund balance	<u>\$ 4,093,356</u>	<u>\$ 2,079,797</u>	<u>\$ 2,192,502</u>	<u>\$ 1,766,695</u>	<u>\$ 1,251,776</u>	<u>\$ 761,522</u>

## Summary of Budget Changes



## Summary of Budget Changes (cont.)

### Operating Trends – Local Street



### Significant Notes – 2014-15 Budget Compared to 2013-14 Budget

Available Major and Local Street funding has been significantly reduced due to impacts from:

- Reduced gas and weight tax revenues due to high gas prices and fewer sales at the pump.
- Drop in county road millage revenues associated with tax appeals in the community

Public Services and Engineering staffing levels have been reduced to account for lower available revenues. As a result,

street maintenance activities and funding for capital projects have been significantly reduced.

**Personnel Summary:** The major and local street funds are set up as a cost accounting mechanism. There is not an individual department dedicated to major and local street activities. Instead, employees are transferred from the Engineering and Public Services departments as needed to provide maintenance, traffic, and engineering and inspection services.



**Center City Authority Executive Director .....Selina Tisdale**

### **Service Statements**

The mission of the Center City Authority is to provide an environment for success that leads to sustainable economic growth in the Center City area. Center City will become a destination of choice with endless possibilities to eat, shop and explore.

### **Functions**

#### **Center City Authority**

- Maintains the strategic plan of the Center City
- Develops agendas, minutes and action items of the Center City Board and its subcommittees
- Maintains an inventory of available space in the district
- Develops business recruitment plans
- Secures sustainable funding for the district
- Engages with corridor members and businesses
- Leverages resources with other community business groups
- Plans special events to attract customers, create awareness and increase sales
- Develops and implements organizational marketing strategies
- Maintains an internet and social media presence
- Implements plans to improve and maintain current public infrastructure
- Creates an attractive, consistent identity with physical features



## Financial Statement

### 247 - Center City Authority Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14 Amended	2013-14 Estimate	2014-15 Adopted	2015-16 Projected	2016-17 Projected
<b>Revenues</b>						
Property taxes	\$ -	\$ 5,000	\$ 5,000	\$ 8,890	\$ 11,387	\$ 13,945
Contributions	13,000	11,000	36,000	-	-	-
Other	-	-	285	-	-	-
Investment earnings	14	5	14	14	14	14
Total revenues	<u>13,014</u>	<u>16,005</u>	<u>41,299</u>	<u>8,904</u>	<u>11,401</u>	<u>13,959</u>
<b>Expenditures</b>						
Personal services	-	-	231	-	-	-
Supplies	-	21,995	51,269	8,900	11,300	13,500
Other services and charges	-	2,005	2,500	-	-	-
Total expenditures	<u>-</u>	<u>24,000</u>	<u>54,000</u>	<u>8,900</u>	<u>11,300</u>	<u>13,500</u>
Excess of Revenues Over (Under) Expenditures	13,014	(7,995)	(12,701)	4	101	459
Fund Balance - beginning	-	13,014	13,014	313	317	418
<b>Fund Balance - ending</b>	<u>\$ 13,014</u>	<u>\$ 5,019</u>	<u>\$ 313</u>	<u>\$ 317</u>	<u>\$ 418</u>	<u>\$ 877</u>

### **Summary of Budget Changes**

#### **Significant Notes – 2014-15 Budget Compared to 2013-14 Budget**

The Center City Authority was formally established as a Tax Increment Financing District in 2012. They will begin to see tax revenue for this district in 2014.



Utilities Director .....	Noel Bush
Public Services Director .....	Karen Murphy
Wastewater Superintendent.....	Kevin Babinski
Budget Analyst.....	Joseph Sova

## Service Statement

The management of the storm water system is a shared effort by the Wastewater Department, Department of Public Services, and Engineering. Staff from these departments are responsible for maintaining nearly 180 miles of storm sewer. The storm sewer system is cleaned on a five-year rotation. Progress is tracked using a computerized work order system. A seasonal crew inspects open drains and culverts for debris and removes overgrowth from ditch channel.

## Functions

### **Storm Pipe Cleaning/Maint./Repairs**

- Maintains and repairs the storm sewer systems, utilizing contractors for traditional digs and pipe lining by Wastewater staff
- Responds to street flooding complaints
- Video inspection of storm sewers and catch basin leads to look for defects
- Cleans storm sewers on a five-year rotation including catch basins
- Repairs catch basins
- Sump lead installations

### **Open Drains Cleaning/Maint./Repairs**

- Inspects and removes debris and supervises subcontractors in the maintenance of open drains, ditch banks, culverts and outfalls
- Inspects culverts after major rain events

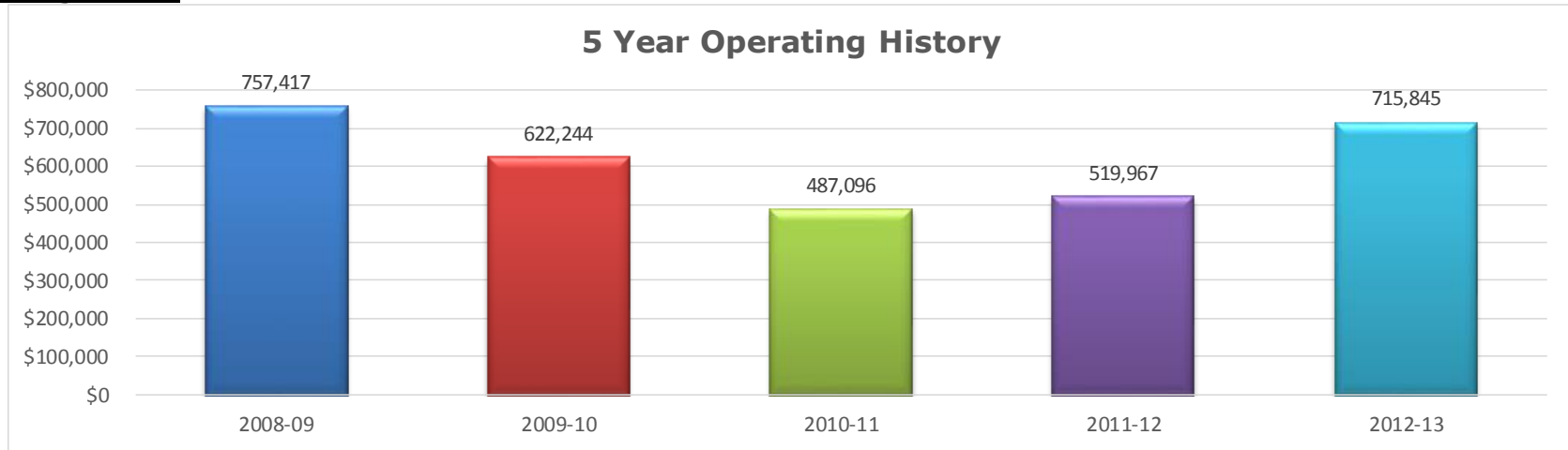
## Financial Statement

### 250 - Storm Water Management Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
License and permits	\$ 18,657	\$ 23,000	\$ 24,550	\$ 17,300	\$ 18,000	\$ 23,500
Other	(20)	500	250	250	250	250
Investment earnings	380	450	437	450	450	450
Transfers in	670,382	751,181	759,930	904,073	886,836	834,842
Total revenues	689,399	775,131	785,167	922,073	905,536	859,042
<b>Expenditures</b>						
Personal services	201,144	205,319	203,279	208,781	215,361	222,139
Supplies	13,035	11,800	13,800	13,800	13,950	14,105
Other services and charges	272,511	363,127	373,179	415,712	402,937	414,314
Reserve for contingencies	-	20,000	10,000	20,000	20,000	20,000
Capital projects	189,155	291,319	291,319	190,000	255,000	205,000
Capital outlay	40,000	8,000	8,000	10,000	6,000	8,000
Total expenditures	715,845	899,565	899,577	858,293	913,248	883,558
Excess of Revenues Over (Under) Expenditures	(26,446)	(124,434)	(114,410)	63,780	(7,712)	(24,516)
Fund Balance - beginning	330,393	303,947	303,947	189,537	253,317	245,605
<b>Fund Balance - ending</b>	<u>\$ 303,947</u>	<u>\$ 179,513</u>	<u>\$ 189,537</u>	<u>\$ 253,317</u>	<u>\$ 245,605</u>	<u>\$ 221,089</u>

## Summary of Budget Changes

### Operating Trends



During 2013 Wastewater staff installed liners in catch basin leads instead of conventional open trench repair in areas, utilizing \$60,000 of CDBG funds for this project.



Library Director .....Melissa Barnard

### Service Statement

The Mission of the Grace A. Dow Memorial Library is to inspire lifelong learning by connecting people and resources.

The Vision of the Grace A. Dow Memorial Library is to be the most dynamic, accessible, and relevant learning environment in the community.

The library provides access to information for members of the community. Knowledgeable staff help connect users to resources that meet their needs. The library's website provides access to a wide selection of specialized databases, downloadable e-audio books and eBooks, reading resources, and more.

Library card holders can access their accounts, place holds, renew items, search databases, and download audio books and eBooks from the convenience of their home or business computers.

As a place of learning, exploration and enjoyment, the library offers special collections and programming for all ages. The Government Information Center, Consumer Corner, Local History and Genealogy Collections, as well as videos, audio books and music CDs provide a rich and diverse user experience. Adult computer classes, story times, summer reading programs, book discussions, author visits, educational programs and other activities promoting learning are offered throughout the year.

Public computers are available for accessing the Internet. The library also provides Wi-Fi service to visitors who bring their own equipment. Laptops or netbooks with Microsoft Office can be checked out for use in the library.

The library offers space for community gathering, quiet study and small group meetings. A variety of meeting spaces can be rented and reserved, including a 262-seat Auditorium with wheelchair accessible seating. Educational toys can be found throughout the children's area to spark creativity and learning. The Early Literacy Activity Center targets children 5 years and younger, promoting school readiness through learning literacy skills in play-based activities. The Teen Spot's study bar and lounging area provide a unique setting for middle and high school students to study or hang out.

Resource sharing with other libraries has increased the number of items that patrons can borrow beyond the collection at the library. Through the Michigan Electronic Library statewide catalog and the Valley Library Consortium, patrons can submit requests for materials not held at the Grace A. Dow Memorial Library.

The library's website, Facebook and Pinterest pages, and newsletter, "Library Connection," help increase awareness of services and programs. Quick and easy access keeps the community informed of upcoming events and news at the library. The Grace A. Dow Memorial Library focuses staff and resources to educate citizens, contribute to their personal growth and provide community information. Whether in person or online, the library is an essential part of the Midland community.



### Functions

#### **Administration**

- Serves on the City of Midland Administration Staff Team
- Prepares and administers the library budget
- Maintains and analyzes statistics
- Plans for future service directions
- Recommends and implements policies
- Oversees library personnel, including hiring, training and continued development
- Assures maintenance of the library's physical plant
- Represents and promotes the library to the community
- Liaison to the Library Board
- Liaison to the Friends of the Library
- Represents the library on the Valley Library Consortium Board
- Represents the library on the Mideastern Michigan Library Cooperative Advisory Council

#### **Circulation Services**

- Checks out and checks in materials
- Greets and directs patrons
- Registers patrons
- Collects fines and fees
- Staffs renewal desk
- Supports acquisitions and interlibrary loan
- Provides program assistance
- Mends library materials
- Collects statistics on library usage
- Assists patrons at self checkout stations

#### **Public Services**

- Provides research and information-based services
- Provides customer service through reading recommendations, answering informational inquiries and locating materials within the library
- Provides technology support for patrons needing assistance
- Utilizes technology to deliver online services
- Selects materials and maintains collection
- Maintains and updates the website and social media communications
- Performs statistical analysis of physical and electronic resource usage
- Participates in community outreach including area schools, day cares and other organizations
- Plans and conducts educational programming for children and adults including: Computer/technology training, book discussion groups, author visits, Battle of the Books, Story times and Summer Reading Program
- Develops and maintains genealogy and local history collection
- Conducts tours for schools and other organizations

#### **Technical Services**

- Orders and receives library materials
- Catalogs and classifies materials
- Processes materials
- Maintains catalog database

## Financial Statement

### 271 - Grace A. Dow Library Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14 Amended	2013-14 Estimate	2014-15 Adopted	2015-16 Projected	2016-17 Projected
<b>Revenues</b>						
Property taxes	\$ 2,211,308	\$ 2,213,205	\$ 2,271,625	\$ 2,233,120	\$ 2,233,120	\$ 2,233,120
Other grants	36,323	40,000	41,800	45,200	45,200	45,200
Library services	639,499	639,010	643,751	594,154	586,054	577,954
Contributions	3,046,697	46,600	81,390	51,300	45,000	45,000
Other	6,503	4,300	5,200	2,700	2,700	2,700
Investment earnings	1,983	800	2,000	2,000	2,000	2,000
Transfers in	639,480	889,997	846,271	1,022,851	1,213,783	1,339,510
Total revenues	<u>6,581,793</u>	<u>3,833,912</u>	<u>3,892,037</u>	<u>3,951,325</u>	<u>4,127,857</u>	<u>4,245,484</u>
<b>Expenditures</b>						
Personal services	2,464,504	2,638,706	2,650,593	2,723,575	2,869,647	2,918,625
Supplies	493,552	506,860	522,901	491,360	491,360	491,360
Other services and charges	614,805	682,296	704,993	736,390	742,350	755,499
Capital projects	111,323	2,888,678	2,888,678	-	-	-
Capital outlay	108,864	6,050	13,550	-	24,500	80,000
Total expenditures	<u>3,793,048</u>	<u>6,722,590</u>	<u>6,780,715</u>	<u>3,951,325</u>	<u>4,127,857</u>	<u>4,245,484</u>
Excess of Revenues Over (Under)						
Expenditures	2,788,745	(2,888,678)	(2,888,678)	-	-	-
Fund Balance - beginning	99,933	2,888,678	2,888,678	-	-	-
<b>Fund Balance - ending</b>	<u>\$ 2,888,678</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

## Summary of Budget Changes

### Operating Trends



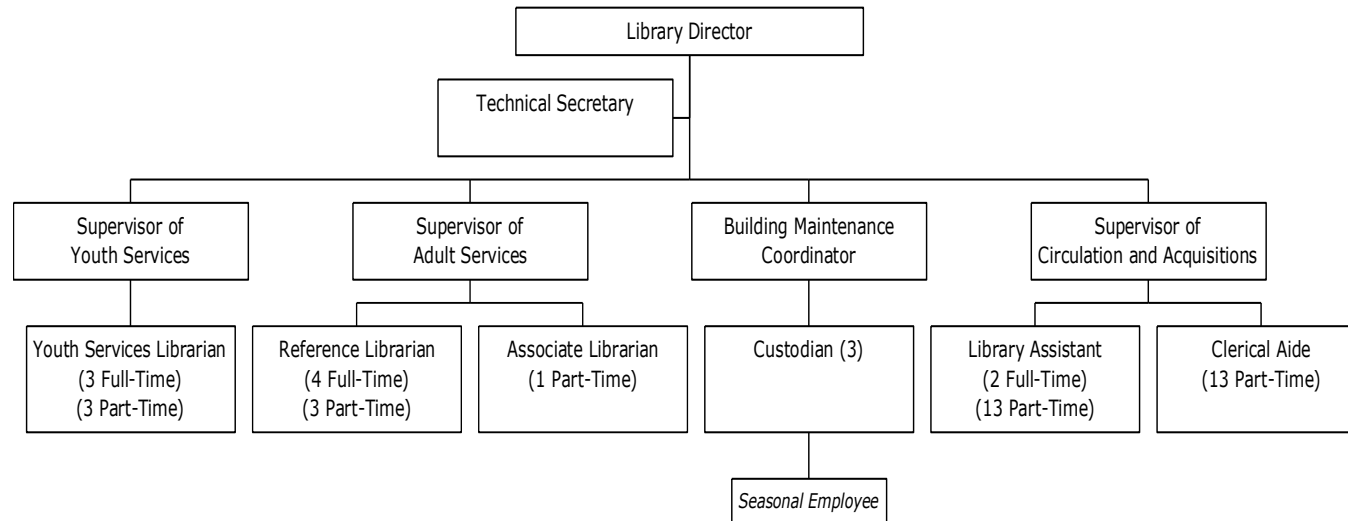
In 2012-13, The Herbert H. and Grace A. Dow Foundation awarded a \$3,000,000 grant to the library to fund infrastructure and interior improvements. Grant funds were used to purchase cooling equipment in 2012-13. The project is scheduled for completion in spring 2014.

The reconstruction of the library's public parking lot was completed in the fall of 2012 and was funded by grants totaling \$100,000 from The Herbert H. and Grace A. Dow Foundation and the Rollin M. Gerstacker Foundation.

### **Significant Notes – 2014-15 Budget Compared to 2013-14 Budget**

The goal for the 2014-2015 budget is to keep expenses flat wherever possible. Utilities and personnel accounts did experience increases.

**Organizational Chart**



## Grace A. Dow Memorial Library

<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Library Director	1	1	1
Technical Secretary	1	1	1
Supervisor of Adult Services	1	1	1
Supervisor of Youth Services	1	1	1
Supervisor of Circulation and Acquisitions	1	1	1
Reference Librarian	4	4	4
Youth Services Librarian	3	3	3
Library Assistant	2	2	2
Building Maintenance Coordinator	1	1	1
Library Custodian	3	3	3
<b>Total Full-Time</b>	<b>18</b>	<b>18</b>	<b>18</b>
<u>Regular Part-Time</u>			
Reference Librarian	3	3	3
Youth Services Librarian	3	3	3
Associate Reference Librarian	1	1	1
Library Assistant	13	13	13
Clerical Aide	13	13	13
<b>Total Regular Part-Time</b>	<b>33</b>	<b>33</b>	<b>33</b>
<b>Department Total</b>	<b>51</b>	<b>51</b>	<b>51</b>



Director of Planning & Community Development..... C. Bradley Kaye, AICP CFM  
Community Development Planner .....Grant Murschel

## Service Statements

The overall goal of the City of Midland's community development program is to develop viable urban communities by providing decent housing, a suitable living environment and expanding economic opportunities principally for low and moderate income persons. The primary means toward this end is to extend and strengthen partnerships among all levels of government and the private sector, including for-profit and nonprofit organizations, in the development and operation of affordable housing.

### **Community Development Block Grant Program**

The City of Midland's participation in the federal government's Community Development Block Grant (CDBG) Program requires the preparation of a five-year Consolidated Plan, which sets forth priorities and objectives for activities benefiting very-low and low-income households. The goal of the housing programs of the City of Midland is to ensure that "all residents of the city of Midland might have safe, affordable housing." In order to work toward this goal, sub-goals were established as follows:

1. To provide low-income families with decent housing at a price that is affordable based on their income
2. Code compliance (through subsidized loans, building inspections and rehabilitation assistance)
3. Neighborhood improvement (through neighborhood watch groups, removal of deteriorated housing, ordinance compliance, and repair or construction of infrastructure)

## Functions

### **Administration**

- Serves as staff liaison to the U.S. Department of Housing and Urban Development
- Prepares and administers Community Development Block Grant budget
- Prepares annual 5-year Consolidated Plan, Annual Action Plans and Consolidated Annual Performance and Evaluation Report (CAPER)
- The Community Development Planner serves as a member of various local and state-wide professional organizations

### **Community Development Block Grant Program**

The CDBG grant program is designed to serve low and moderate income residents of the city of Midland. Programs include:

- Single-family residential housing rehabilitation program
- Emergency housing repairs program
- Down payment assistance
- Purchase, rehab and sale of existing housing
- Purchase and demolition of dilapidated housing
- Secondary agency grants to agencies that serve low-income people, persons with mental and physical disabilities, people with literacy needs and agencies that provide support services
- Installation of infrastructure in low/moderate income areas of the community

## Community Development Block Grant

### Financial Statement

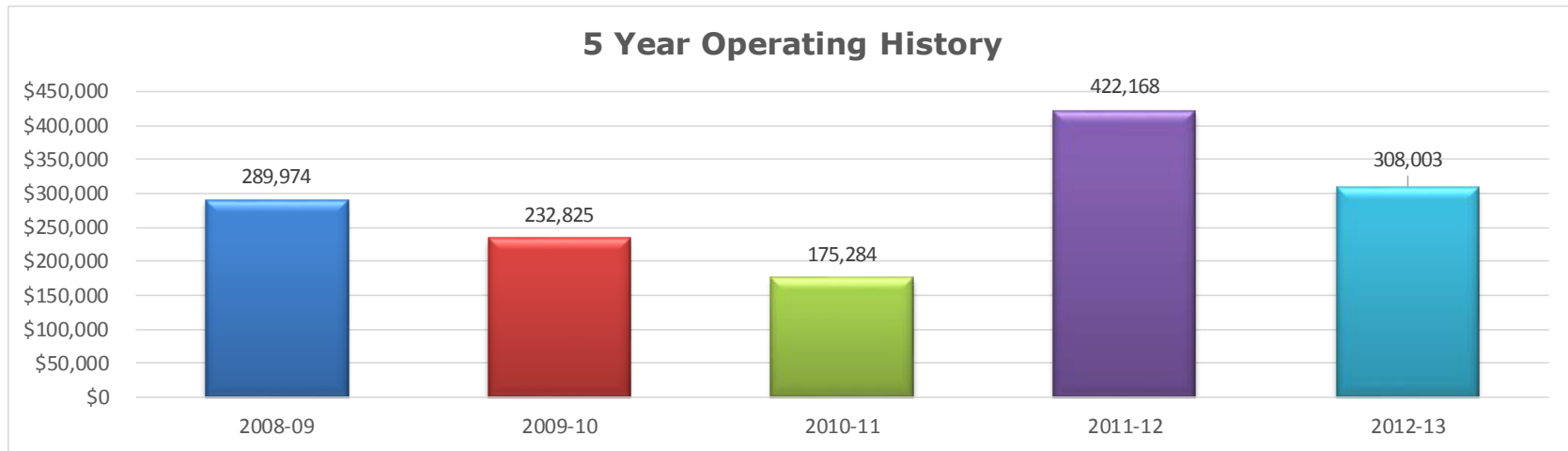
#### 274 - Community Development Block Grant Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14 Amended	2013-14 Estimate	2014-15 Adopted	2015-16 Projected	2016-17 Projected
<b>Revenues</b>						
Federal grant carryover from prior years	\$ 315,121	\$ 193,534	\$ 301,739	\$ 109,625	\$ 34,823	\$ 9,823
Federal grant	235,820	226,754	226,754	209,553	205,000	200,000
Other	58,801	90,319	90,319	45,000	45,000	45,000
Total revenues	609,742	510,607	618,812	364,178	284,823	254,823
<b>Expenditures</b>						
Administration	48,278	48,000	48,000	43,000	43,000	43,000
Residential home rehabs	38,070	65,318	65,318	87,292	68,355	61,000
Public facilities improvements	67,215	136,382	136,382	101,382	85,445	76,400
Public services project	36,670	45,572	45,572	30,497	28,450	25,450
Affordable housing	-	10,000	10,000	25,000	28,450	25,500
Removal of architectural barriers	3,745	82,716	82,716	7,000	11,300	10,200
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Transfers out	114,025	112,540	111,199	25,184	-	-
Total expenditures	308,003	510,528	509,187	329,355	275,000	251,550
Excess of Revenues Over(Under) Expenditures	301,739	79	109,625	34,823	9,823	3,273
<b>Federal grant carryover available</b>	<u>\$ 301,739</u>	<u>\$ 79</u>	<u>\$ 109,625</u>	<u>\$ 34,823</u>	<u>\$ 9,823</u>	<u>\$ 3,273</u>



## Summary of Budget Changes

### Operating Trends



The annual operating budget of the CDBG program includes annual entitlement allocations from the Department of Housing and Urban Development, carryover from prior year unspent. At the time of publication, the annual Community Development Block Grant (CDBG) allocation from the Department of Housing and Urban Development to the City of Midland was estimated to be \$209,553 which is approximately 5% less than that received in fiscal year 2013-14.

Rehabilitation of non-profit agencies was formerly included with Housing Rehabilitation projects. As all of these public, non-profit agencies do not provide housing activities, we have been requested by HUD to break these out into a new category called "Public Facility Improvements". These grants would formerly

grants, program income from the repayment of deferred zero interest loans, sale of vacant lots or completed housing projects for low income use and interest income. have been included under "Housing Rehabilitation" in the CDBG budget. This category also includes improvements to public parks and infrastructure, as these facilities are open to the public and provide benefit to specific clientele.

### **Significant Notes – 2014-15 Budget Compared to 2013-14 Budget**

Staffing levels have remained constant in the Community Development Block Grant program budget from fiscal year 2013-14 to 2014-15.



**Assistant City Manager for Financial Services ..... David A. Keenan**

### **Service Statements**

This fund accounts for various types of activities that are specifically funded by outside parties, not appropriate to be

accounted for in any other Special Revenue Fund, and for which the City is the benefactor of those activities.

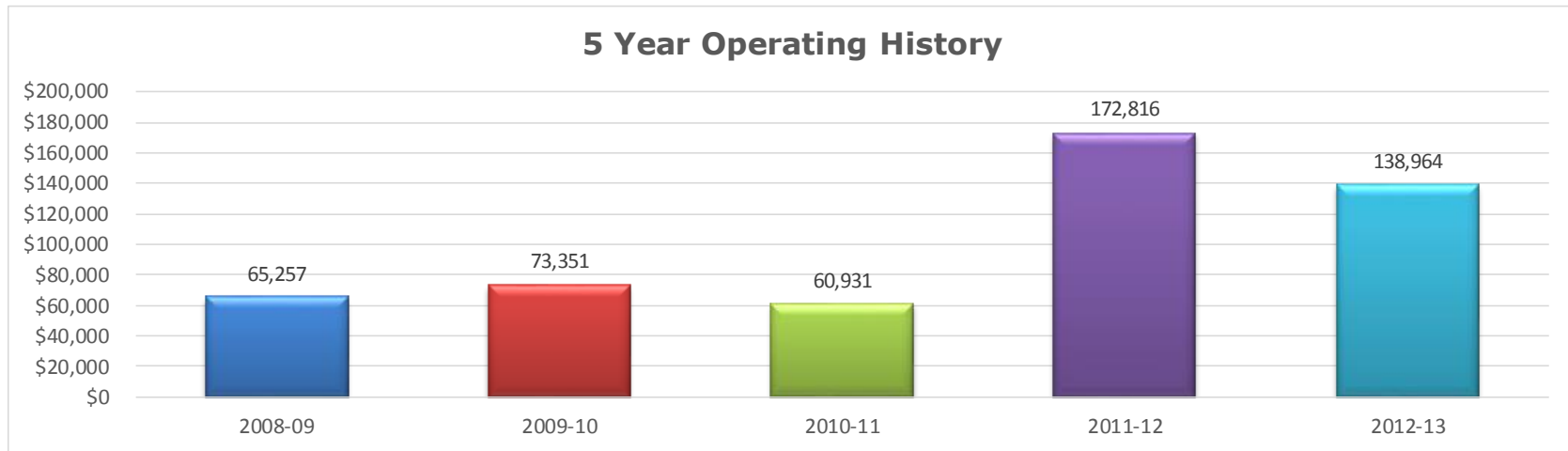
## Financial Statement

### 281 - Special Activities Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
Other grants	\$ 8,097	\$ 9,000	\$ 8,700	\$ 9,000	\$ 9,000	\$ 9,000
Contributions	117,922	138,000	21,850	115,150	115,150	115,150
Other revenues	14,870	25,000	21,570	5,000	5,000	5,000
Investment earnings	68	50	50	50	50	50
Total operating revenues	<u>140,957</u>	<u>172,050</u>	<u>52,170</u>	<u>129,200</u>	<u>129,200</u>	<u>129,200</u>
<b>Expenses</b>						
Supplies	104,817	104,500	31,000	105,000	105,000	105,000
Other services and charges	29,227	33,500	30,100	9,000	9,000	9,000
Debt Service	-	35	-	-	-	-
Transfers out	4,920	16,163	16,863	15,000	15,000	15,000
Total expenses	<u>138,964</u>	<u>154,198</u>	<u>77,963</u>	<u>129,000</u>	<u>129,000</u>	<u>129,000</u>
Excess of Revenues Over(Under) Expenditures	1,993	17,852	(25,793)	200	200	200
Fund Balance - beginning	122,929	124,922	124,922	99,129	99,329	99,529
<b>Fund Balance - ending</b>	<u>\$ 124,922</u>	<u>\$ 142,774</u>	<u>\$ 99,129</u>	<u>\$ 99,329</u>	<u>\$ 99,529</u>	<u>\$ 99,729</u>

**Summary of Budget Changes**

**Operating Trends**





Director of Planning & Community Development..... C. Bradley Kaye, AICP CFM  
Community Development Planner ..... Grant Murschel

## Service Statements

The overall goal of the City of Midland's community development program is to develop viable urban communities by providing decent housing, a suitable living environment and expanding economic opportunities principally for low and moderate income persons. The primary means toward this end is to extend and strengthen partnerships among all levels of government and the private sector, including for-profit and nonprofit organizations, in the development and operation of affordable housing.

### **Midland City Housing Commission**

The Housing Commission oversees the development of the budget of the City of Midland Housing Commission Fund in addition to providing oversight for the allocation of Community Development Block Grant (CDBG) funds. The Commission owns properties throughout the city for future development, approves policies for Senior Housing, the CDBG Program, the CHOICE Housing Program, and the Midland Public Schools Building Trades Class/City of Midland Housing Construction Program projects. The goals of the Midland City Housing Commission include:

1. Build new barrier-free CHOICE houses
2. Acquire property for future construction
3. Community outreach

Priorities include:

1. Community Outreach on Fair Housing
2. Removal of barriers in housing to make them handicap accessible
3. Additional paired testing for fair housing issues
4. Conduct a lending practices study for lenders and advertising practices in this area

The Housing Commission has the following powers and responsibilities:

1. To determine in what areas of the city it is necessary to provide proper sanitary housing facilities for families of low income and for the elimination of housing conditions that are detrimental to the public peace, health, safety, morals or welfare
2. To purchase, sell, lease, exchange, transfer, assign and mortgage any property, or to acquire property by gift, to own, hold, clear and improve property, or to engage in or to contract for the design and construction, reconstruction, alteration, improvement, extension or repair of any housing project or part thereof
3. To control and supervise all parks and playgrounds forming a part of such housing development, but may not contract with existing departments of the City for operation or maintenance of either or both
4. To establish and revise rents for any housing project, but shall rent all property for such sums as will make them self-supporting, including all charges for maintenance and operation of those facilities

## Functions

### **Administration**

- Serves as staff liaison to the City of Midland Housing Commission
- The Community Development Planner serves as a member of various local and state-wide professional organizations

### **Midland City Housing Commission**

The Housing Commission was formed in 1968 under the State Housing Act of 1933 and acts as an advisory board for program development and monitoring:

### **Functions (cont.)**

#### **Midland City Housing Commission (cont.)**

- Sets policies for City-owned Senior Housing, the Community Development Block Grant Program, the CHOICE Housing

Program and the Midland Public Schools/City of Midland Building Trades projects

- Recommends or denies the purchase and sale of properties throughout the city to be used for housing purposes
- Oversees the Housing Commission Fund, which is used for the construction of new houses



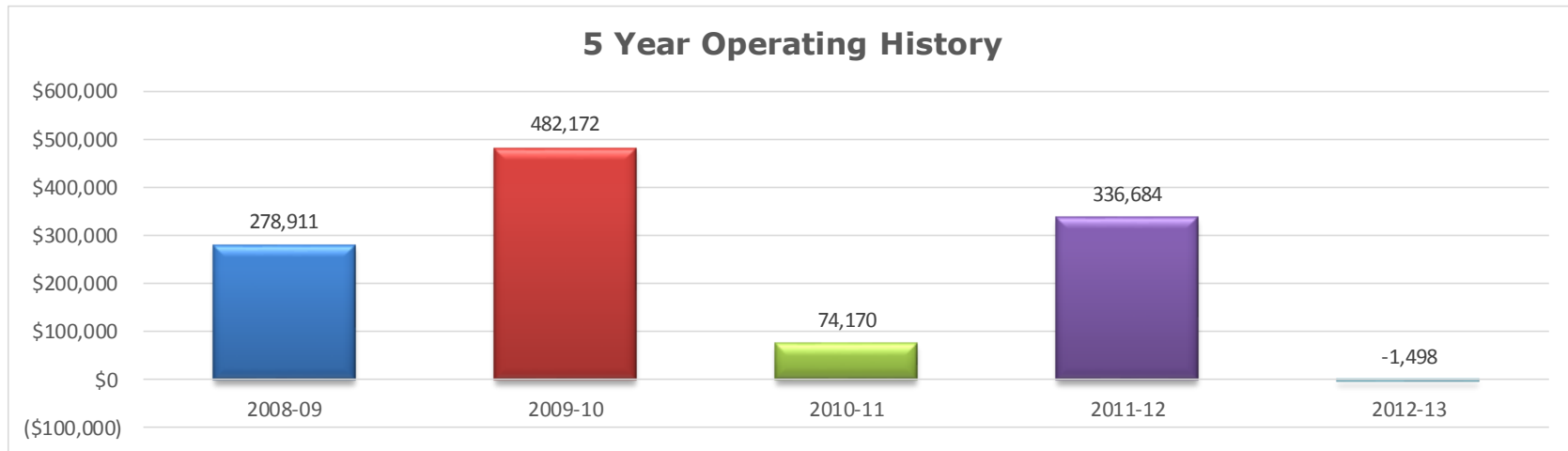
## Financial Statement

### 282 - Midland Housing Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
Sale of assets	\$ -	\$ 253,400	\$ 245,000	\$ 245,000	\$ 245,000	\$ 245,000
Other	16,843	-	-	-	-	-
Investment earnings	256	250	175	200	200	200
Transfers in	-	10,000	-	-	-	-
Total revenues	<u>17,099</u>	<u>263,650</u>	<u>245,175</u>	<u>245,200</u>	<u>245,200</u>	<u>245,200</u>
<b>Expenditures</b>						
Other services and charges	(32)	11,400	-	11,800	11,800	11,800
Cost of assets sold	<u>(1,466)</u>	<u>253,400</u>	<u>245,000</u>	<u>245,000</u>	<u>245,000</u>	<u>245,000</u>
Total expenditures	<u>(1,498)</u>	<u>264,800</u>	<u>245,000</u>	<u>256,800</u>	<u>256,800</u>	<u>256,800</u>
Excess of Revenues Over (Under) Expenditures	18,597	(1,150)	175	(11,600)	(11,600)	(11,600)
Fund Balance - beginning	<u>167,793</u>	<u>186,390</u>	<u>186,390</u>	<u>186,565</u>	<u>174,965</u>	<u>163,365</u>
<b>Fund Balance - ending</b>	<u><u>\$ 186,390</u></u>	<u><u>\$ 185,240</u></u>	<u><u>\$ 186,565</u></u>	<u><u>\$ 174,965</u></u>	<u><u>\$ 163,365</u></u>	<u><u>\$ 151,765</u></u>

## Summary of Budget Changes

### Operating Trends





Public Services Director .....	Karen Murphy
Assistant Director of Public Services .....	Jan Yuergens

### Service Statement

The department's scope of services includes: provide demand response, six-day-a-week, curb-to-curb transportation services within the City limits; coordinate with local agencies to provide transportation for special populations; procure state and federal grant money to support over 50% of operating expenses; and replace buses as needed using state and federal capital grant funds.

### Functions

#### Administrative Services

- Administers department budget
- Submits annual request through the Michigan Department of Transportation (MDOT) and the Federal Transit Administration (FTA) for state and federal grant money that covers approximately 50% of total operating expenses along with bonds for replacement buses and related capital needs
- Provides quarterly financial reports to MDOT and FTA for reimbursement of operating expenses through state and federal grants
- Applies for capital grants through MDOT and FTA for replacement of buses as needed
- Actively participates on local advisory boards to provide excellent service to passengers with disabilities
- Works with regional transportation providers from Bay Metro, Saginaw STARS and County Connection to coordinate transportation services
- Provides one-on-one passenger assistance to new riders
- Presents information on Dial-A-Ride services to Community Mental Health, Senior Centers, Northwood University,

Michigan Works, Midland Public Schools, MCESA, and persons with disability groups including the ARC and People First

- Participates on the Regional Interagency Consumer Council
- Coordinates rides for persons with disabilities for Midland Public Schools and Midland County Educational Services Agency as needed
- Collaborates with other agencies through MDOT's Education and Training Team
- Counts tickets and fares collected on a daily basis, and prepares daily deposit from fare boxes
- Analyzes the number of passengers picked up per hour per vehicle to provide efficient, reliable transportation for passengers
- Manages computer dispatching program

#### Passenger Transportation

- Delivers curb-to-curb transportation services within the city of Midland for 111,000+ riders annually
- Coordinates same-day, demand response transportation for all passengers
- Provides 15,000 rides annually for passengers needing lift-equipped vehicles
- Overall ridership is 70% seniors and persons with disabilities
- Maintains fleet of 14 transit buses
- Provides daily cleaning of busses for the health and safety of passengers
- Implements and maintains safety programs in conjunction with MIOSHA and the City Manager's Safety Quality Program to ensure and improve passenger safety

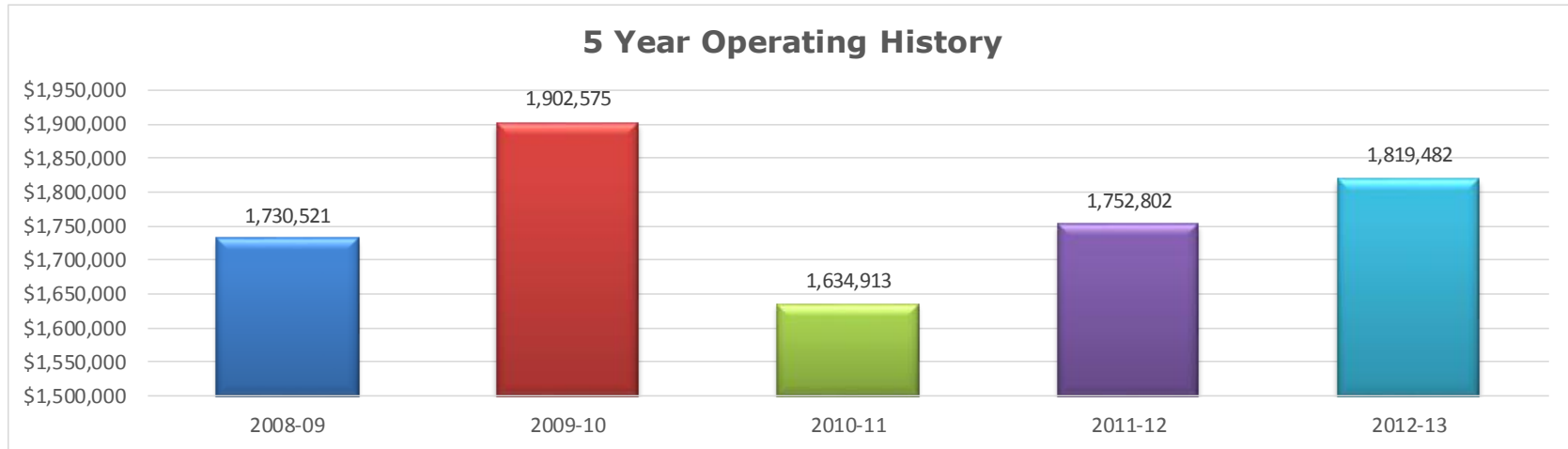
## Financial Statement

### 288 - Dial-A-Ride Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
Use and admission charges	\$ 118,839	\$ 118,000	\$ 126,900	\$ 118,000	\$ 118,000	\$ 118,000
Federal operating assistance	299,935	288,730	339,841	399,319	410,484	428,693
Federal assistance - capital grants	-	158,762	275,598	600,800	219,202	245,811
State operating assistance	741,177	653,974	654,216	668,278	690,793	714,665
State assistance - capital grants	-	39,690	68,475	127,800	35,620	39,944
Other	-	-	400	-	-	-
Non-operating	-	-	7,474	-	-	-
Investment earnings	1	-	-	-	-	-
Transfers in	704,530	753,861	668,291	701,820	705,012	731,097
Total revenues	<u>1,864,482</u>	<u>2,013,017</u>	<u>2,141,195</u>	<u>2,616,017</u>	<u>2,179,111</u>	<u>2,278,210</u>
<b>Expenditures</b>						
Personal services	1,210,537	1,273,359	1,284,741	1,304,992	1,331,243	1,381,956
Supplies	183,600	181,394	182,009	187,201	190,157	194,071
Other services and charges	425,345	349,812	349,487	362,824	373,709	384,920
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Capital outlay	-	243,452	359,958	751,000	274,002	307,263
Total expenditures	<u>1,819,482</u>	<u>2,058,017</u>	<u>2,186,195</u>	<u>2,616,017</u>	<u>2,179,111</u>	<u>2,278,210</u>
Excess of Revenues Over (Under) Expenditures	45,000	(45,000)	(45,000)	-	-	-
Fund Balance - beginning	-	45,000	45,000	-	-	-
<b>Fund Balance - ending</b>	<u>\$ 45,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

## Summary of Budget Changes

### Operating Trends

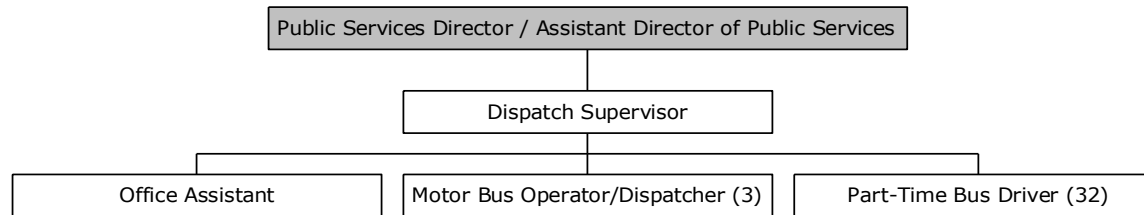


### **Significant Notes – 2014-15 Budget Compared to 2013-14 Budget**

While the operating budget for 2014-15 contains no significant changes, the capital improvement program is more robust than usual. Capital purchases include replacement of 7 buses,

installation of vehicle gates with access control sensors at the Service Center, replacement of the downtown bus shelters, and installation of a new bus shelter near Jerome Street.

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Dispatch Supervisor	1	1	1
Motor Bus Operator	3	3	3
Office Assistant	1	1	1
<b>Total Full-Time</b>	<b>5</b>	<b>5</b>	<b>5</b>
<u>Regular Part-Time</u>			
Bus Driver*	32	32	32
Office Assistant	0	0	0
<b>Total Regular Part-Time</b>	<b>32</b>	<b>32</b>	<b>32</b>
<b>Department Total</b>	<b>37</b>	<b>37</b>	<b>37</b>

\*Management has approval to hire up to 36 part-time bus drivers. The number fluctuates throughout the year due to

attrition, with an average number of 32 part-time operators on staff at any given time.



Library Director .....Melissa Barnard  
Manager of MCTV & Library Communications ..... Ron Beacom



### Service Statement

The department's scope of services includes: video production services for City of Midland government access programs and internal use; video production support services for public and educational access programs; administrative and support services for the scheduling and cablecasting of public and government access programs; dissemination of cablecast schedule to various media outlets for promotion of cablecast schedule; support for Internet streaming and archiving of City of Midland and public access programs; recruitment of public access users and training in video production for public access users, who include individuals and not for profit organizations; entry, display and scheduling of community message boards on public access channel; on-call technical support for emergency communications; acquisition and maintenance of video production equipment; video duplication; recognition program for public access users; and promotion of public and government access services.

### Functions

#### **Public Access-MCTV-Messages & Community Voices**

- Recruit access users
- Train access users in the use of field and studio production equipment
- Provide production assistance and technical support to access users
- Recognize access users

- Enter and display non-profit messages on electronic message board

#### **Government Access-Midland Government Television**

- Cablecast and web stream coverage of City Council and nine advisory boards and commissions meetings
- Produce "City in 15" newsmagazine about City services
- Produce special programming about timely topics and events related to City of Midland
- Enter and cablecast government message boards
- Cablecast emergency communications

#### **Educational Access-Midland Public Schools TV**

- Provide technical support and production assistance to the Midland Public Schools staff
- Provide production assistance for MPS newsmagazine, "MPS Today"
- Provide technical support and production assistance to access users who create school-related programs at MCTV that are cablecast on MPS-TV (sports, concerts, events)

#### **All Access**

- Provide automated program playback on MCTV and MGTV using web-based server system.
- MGTV, MPS-TV, and MCTV are found on Charter channels 188-191 and AT&T's U-verse through Channel 99
- Create and publish program schedule for Midland Daily News, City of Midland website, Charter's on screen program guide
- Maintain production equipment
- Provide video duplication services
- Post government and public access programming on-line

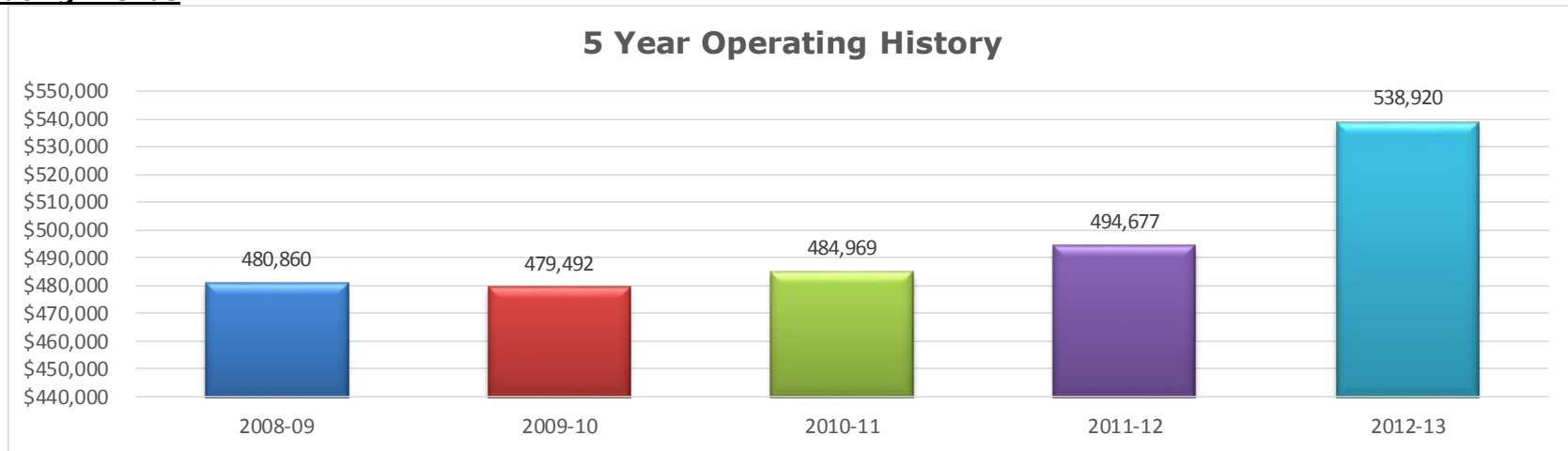
## Financial Statement

### 296 - Midland Community Television Detail Of Budget Appropriations And Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
Charges for services	\$ 719,660	\$ 700,400	\$ 699,800	\$ 699,800	\$ 710,120	\$ 720,440
Contributions	2,447	28,000	27,639	2,500	2,500	2,500
Other	-	-	37	-	-	-
Investment earnings	1,143	1,000	1,100	1,100	1,100	1,100
Total revenues	<u>723,250</u>	<u>729,400</u>	<u>728,576</u>	<u>703,400</u>	<u>713,720</u>	<u>724,040</u>
<b>Expenditures</b>						
Personal services	343,544	375,049	375,648	390,352	439,358	415,273
Supplies	7,825	24,300	24,300	97,350	17,386	17,426
Other services and charges	154,824	132,891	132,345	148,754	135,620	138,057
Reserve for contingencies	-	20,000	20,000	20,000	20,000	20,000
Capital outlay	32,727	88,000	88,000	359,000	124,000	-
Total expenditures	<u>538,920</u>	<u>640,240</u>	<u>640,293</u>	<u>1,015,456</u>	<u>736,364</u>	<u>590,756</u>
Excess of Revenues Over (Under) Expenditures	184,330	89,160	88,283	(312,056)	(22,644)	133,284
Fund Balance - beginning	972,093	1,156,423	1,156,423	1,244,706	932,650	910,006
<b>Fund Balance - ending</b>	<u>\$ 1,156,423</u>	<u>\$ 1,245,583</u>	<u>\$ 1,244,706</u>	<u>\$ 932,650</u>	<u>\$ 910,006</u>	<u>\$ 1,043,290</u>

## Summary of Budget Changes

### Operating Trends

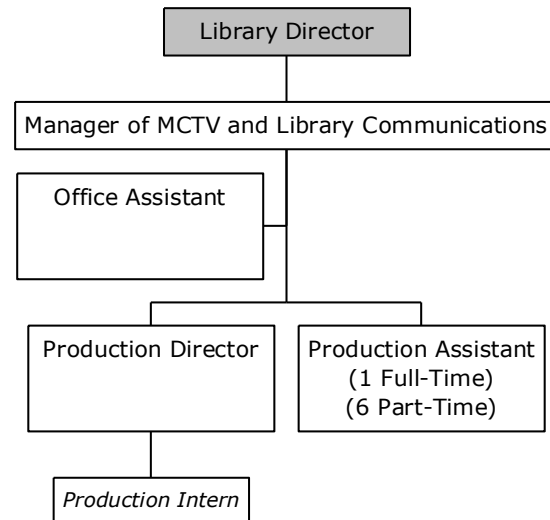


### Significant Notes – 2014-15 Budget Compared to 2013-14 Budget

MCTV will make a significant capital purchase over the next two fiscal years for new digital video production equipment. The new equipment will improve the quality of the video that

viewers will see. The new equipment will also improve the workflow for both access users and staff.

### Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

## Midland Community Television (MCTV)

<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Manager of MCTV & Library Communications	1	1	1
Production Director	1	1	1
Production Assistant	1	1	1
<b>Total Full-Time</b>	<b>3</b>	<b>3</b>	<b>3</b>
<u>Regular Part-Time</u>			
Production Assistant*	6	6	6
Office Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>Department Total</b>	<b>10</b>	<b>10</b>	<b>10</b>

\*The six part-time Production Assistants each work approximately 12 hours per month, for a combined total

equivalent of one half-time position (less than 900 hours per year).



**Downtown Development Authority Executive Director .....Selina Tisdale**

### Service Statement

The mission of the Downtown Development Authority is to foster a dynamic downtown that enables economic growth.

The vision of the Downtown Development Authority is to retain "small city charm, while providing big city choices."

The goal of the DDA is to make Downtown Midland a retail community that also provides a fun, relaxing, family-friendly atmosphere to the community.

- DDA staff strives to assist downtown businesses to thrive while encouraging special events and promotions to bring the community to Main Street for a pleasant experience.
- The DDA works to maintain a safe, clean and attractive downtown with plenty of parking, appropriate seating and trash facilities, and a diverse mix of shopping, service and dining opportunities.
- The DDA works with downtown businesses and community organizations to provide great entertainment in the form of concerts, festivals, retail events, artistic venues, sports / recreational activities and parades.
- The DDA is committed to continued downtown development and recently completed a comprehensive

Downtown Redevelopment and Design Study to assist the DDA in that endeavor.

- The DDA partners with many community organizations including the City of Midland, the Midland Downtown Business Association, the Midland Area Chamber of Commerce and the Midland County Convention and Visitors Bureau along with many other community-minded organizations.

### Functions

#### Downtown Development Authority

- Prepares and administers DDA budget
- Prepares and administers MDBA budget
- Administers funds for the DDA Façade Loan Program and DDA Incubator Program
- Establishes and maintains good working relationships with downtown businesses, customers, non-profit organizations, sponsors, government departments and other community organizations
- Promotes downtown at various community functions
- Acts as City's representative for downtown issues and events
- Maintains downtown website
- Prepares agendas, minutes and technical support to the DDA Board of Directors, MDBA Board of Directors, City Council and various community committees

## Financial Statement

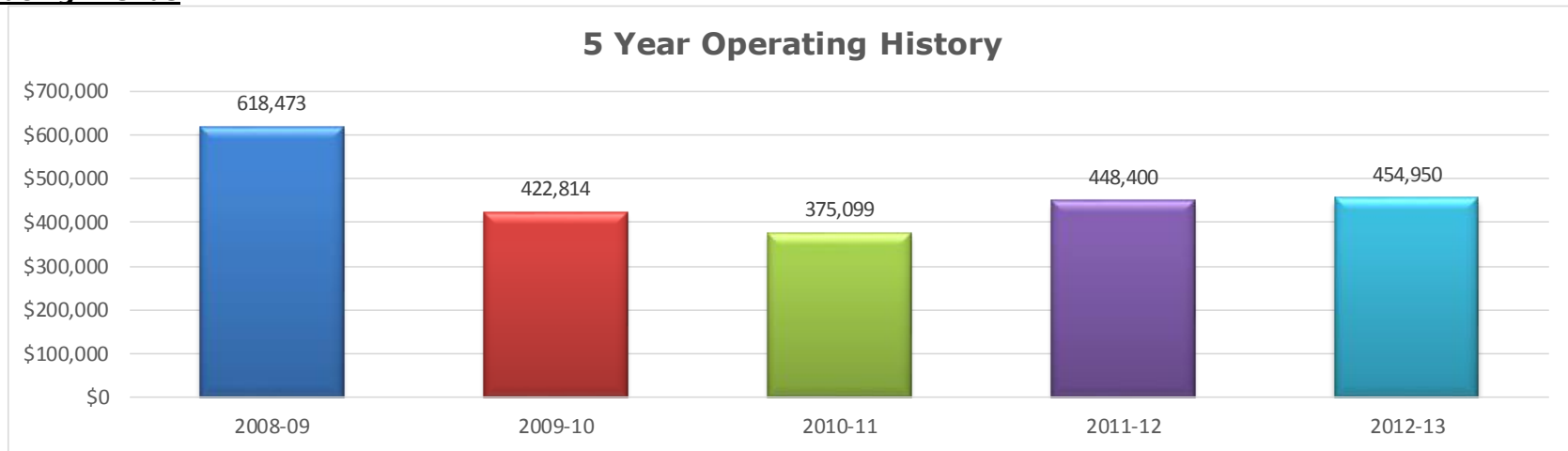
### 297 - Downtown Development Authority Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
Property taxes	\$ 513,708	\$ 487,843	\$ 487,843	\$ 478,625	\$ 478,625	\$ 478,625
Other	6,147	4,000	10,000	8,000	8,000	8,000
Investment earnings	820	1,000	850	1,000	1,000	1,000
Transfers in	14,000	14,000	14,000	16,500	16,500	16,500
Total revenues	<u>534,675</u>	<u>506,843</u>	<u>512,693</u>	<u>504,125</u>	<u>504,125</u>	<u>504,125</u>
<b>Expenditures</b>						
Personal services	146,457	187,233	189,735	190,037	217,674	222,987
Supplies	1,722	2,000	1,900	1,900	1,931	1,961
Other services and charges	224,429	360,742	361,175	253,372	260,523	267,888
Capital outlay	37,342	-	-	-	-	-
Transfers out	45,000	45,000	45,000	45,000	45,000	45,000
Total expenditures	<u>454,950</u>	<u>594,975</u>	<u>597,810</u>	<u>490,309</u>	<u>525,128</u>	<u>537,836</u>
Excess of Revenues Over (Under) Expenditures	79,725	(88,132)	(85,117)	13,816	(21,003)	(33,711)
Fund Balance - beginning	752,082	831,807	831,807	746,690	760,506	739,503
<b>Fund Balance - ending</b>	<u>\$ 831,807</u>	<u>\$ 743,675</u>	<u>\$ 746,690</u>	<u>\$ 760,506</u>	<u>\$ 739,503</u>	<u>\$ 705,792</u>



## Summary of Budget Changes

### Operating Trends



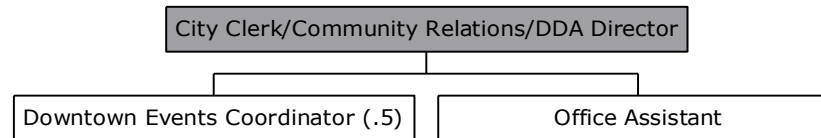
Annual expenditures by the Downtown Development Authority fluctuates based upon the expenditure of accumulated fund balance on larger scale physical improvement projects and planned retail, housing or economic development studies.

### **Significant Notes – 2014-15 Budget Compared to 2013-14 Budget**

The part-time DDA Administrative Assistant position was moved to full time near the end of the 2012-13 budget year. The position was budgeted to support DDA functions 70% of the

time with 30% of time allocated to the Clerk's office/general fund budgets.

## Organizational Chart



Shaded box indicates a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Office Assistant	0	1	1
<b>Total Full-Time</b>	<b>0</b>	<b>1</b>	<b>1</b>
<u>Regular Part-Time</u>			
Downtown Events Coordinator	1	1	1
Office Assistant	1	0	0
<b>Total Regular Part-Time</b>	<b>2</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>2</b>	<b>2</b>	<b>2</b>

In FY 2013-14, the DDA promoted the office assistant position to full time.



## **Debt Service Fund**

*for the Fiscal Year Ending June 30, 2015*

### **Debt Service Fund Schedule of Debt Requirements**



Assistant City Manager for Financial Services ..... David A. Keenan

### **Service Statement**

The Debt Service Fund is used to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources.

## Financial Statement

### 301 - Debt Service

Detail Of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
Property taxes	\$ 665,005	\$ 679,639	\$ 679,928	\$ 678,951	\$ 677,096	\$ 677,270
Investment earnings	101	-	231	-	-	-
Transfers in	1,815,293	1,820,059	1,819,539	1,820,824	1,819,724	1,819,749
Total revenues	<u>2,480,399</u>	<u>2,499,698</u>	<u>2,499,698</u>	<u>2,499,775</u>	<u>2,496,820</u>	<u>2,497,019</u>
<b>Expenditures</b>						
Debt service	1,621,963	1,629,274	1,629,274	1,630,864	1,630,663	1,628,663
Non-operating	145	-	-	-	-	-
Transfers out	858,291	870,424	870,424	868,911	866,157	868,356
Total expenditures	<u>2,480,399</u>	<u>2,499,698</u>	<u>2,499,698</u>	<u>2,499,775</u>	<u>2,496,820</u>	<u>2,497,019</u>
Excess of Revenues Over (Under) Expenditures	-	-	-	-	-	-
Fund Balance - beginning	-	-	-	-	-	-
<b>Fund Balance - ending</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

## SCHEDULE OF DEBT REQUIREMENTS (PRINCIPAL AND INTEREST)

	MATURITY	2014-15	2015-16	2016-17	2017-18	2018-19
<b>Debt Service Fund</b>						
2008 Judgement Bonds	05/01/23	\$ 1,630,713	\$ 1,630,513	\$ 1,628,513	\$ 1,628,188	\$ 1,625,800
<b>Wastewater Fund</b>						
2001 Sewer SRF Bonds (Note 2)	04/01/22	316,602	315,101	318,477	316,601	314,602
2005 Sewer Refunding Bonds (Note 1)	05/01/21	1,131,330	1,128,220	1,128,510	1,131,973	1,128,373
Total Wastewater Fund		1,447,932	1,443,321	1,446,987	1,448,574	1,442,975
<b>Water Fund</b>						
2012 Saginaw-Midland Refunding Bonds	09/01/20	748,581	746,674	732,756	205,512	199,930
2009 Saginaw-Midland Refunding Bonds	09/01/16	411,972	413,009	426,977	-	-
Total Water Fund		1,160,553	1,159,683	1,159,733	205,512	199,930
<b>Civic Arena Fund</b>						
2012 Limited Tax GO Refunding Bond Issu	05/01/30	342,187	349,825	351,888	348,167	348,848
Total Civic Arena Fund		342,187	349,825	351,888	348,167	348,848
<b>Renewable Energy Fund</b>						
2010 Renewable Energy SRF Bonds	10/01/30	383,813	382,375	380,813	379,125	382,250
Sanitary Landfill - interfund loan	06/30/31	22,910	22,910	22,910	22,910	22,910
Total Renewable Energy Fund		406,723	405,285	403,723	402,035	405,160
<b>Total Debt</b>		<u>\$ 4,988,108</u>	<u>\$ 4,988,627</u>	<u>\$ 4,990,844</u>	<u>\$ 4,032,476</u>	<u>\$ 4,022,713</u>

### NOTE 1:

The 2005 Sewer Refunding Bonds were issued to refund \$9,025,000 of the 2001 Sewer Bonds in September, 2005. The 2001 Bonds matured in May 2011. The 2005 Bonds will be funded 40% by sewer service fees and 60% by debt tax levy.

### NOTE 2:

The 2001 Sewer SRF Bonds were issued in December, 2001, and are to be funded 40% by sewer services fees and 60% by debt tax levy.

## SCHEDULE OF DEBT REQUIREMENTS (PRINCIPAL AND INTEREST) (cont.)

	MATURITY	2019-20	2020-21	2021-22	2022-23	THEREAFTER
<b>Debt Service Fund</b>						
2008 Judgement Bonds	05/01/23	\$ 1,621,350	\$ 1,618,125	\$ 1,617,562	\$ 1,612,594	\$ -
<b>Wastewater Fund</b>						
2001 Sewer SRF Bonds (Note 2)	04/01/22	317,477	315,102	311,665	-	-
2005 Sewer Refunding Bonds (Note 1)	05/01/21	1,132,873	1,130,028	-	-	-
Total Wastewater Fund		1,450,350	1,445,130	311,665	-	-
<b>Water Fund</b>						
2012 Saginaw-Midland Refunding Bonds	09/01/20	194,349	186,477	-	-	-
2009 Saginaw-Midland Refunding Bonds	09/01/16	-	-	-	-	-
Total Water Fund		194,349	186,477	-	-	-
<b>Civic Arena Fund</b>						
2012 Limited Tax GO Refunding Bond Issu	05/01/30	348,825	358,075	356,450	354,160	2,498,675
Total Civic Arena Fund		348,825	358,075	356,450	354,160	2,498,675
<b>Renewable Energy Fund</b>						
2010 Renewable Energy SRF Bonds	10/01/30	380,188	382,938	380,500	382,875	3,045,002
Sanitary Landfill - interfund loan	06/30/31	22,910	22,910	22,910	22,910	183,165
Total Renewable Energy Fund		403,098	405,848	403,410	405,785	3,228,167
<b>Total Debt</b>		<u>\$ 4,017,972</u>	<u>\$ 4,013,655</u>	<u>\$ 2,689,087</u>	<u>\$ 2,372,539</u>	<u>\$ 5,726,842</u>

### NOTE 1:

The 2005 Sewer Refunding Bonds were issued to refund \$9,025,000 of the 2001 Sewer Bonds in September, 2005. The 2001 Bonds matured in May 2011. The 2005 Bonds will be funded 40% by sewer service fees and 60% by debt tax levy.

### NOTE 2:

The 2001 Sewer SRF Bonds were issued in December, 2001, and are to be funded 40% by sewer services fees and 60% by debt tax levy.





## **Enterprise Funds**

*for the Fiscal Year Ending June 30, 2015*

**Civic Arena**

**Landfill**

**Washington Woods**

**Riverside Place**

**Currie Municipal Golf Course**

**Parking**

**Wastewater**

**Water**



Civic Arena Manager..... Kenny Benson

### **Service Statement**

The department's scope of services includes: administration; upkeep and maintenance of two ice rinks, one turf rink and the accompanying facility; Pro Shop inventory and operations; providing, scheduling and billing ice use for ice user groups concerning skating related activities, including local and national events.

### **Functions**

#### **Administrative Services**

- Administers department budget
- Coordinates staffing levels in conjunction with facility events
- Manages skate pro shop inventory
- Procures required supplies and equipment
- Oversees contractual ice resurfacing service for the facility
- Coordinates rental and billing of ice time for the three rinks
- Promotes and sells advertising space in the ice surface and on the rink boards

#### **Arena Operations**

- Maintains 1 NHL-size ice rink, 1 Olympic-size ice rink and 1 NHL size turf rink
- Offers 4 independent team rooms for each rink along with dedicated locker rooms for Dow High, Midland High and Northwood University
- Rents office space to Midland Amateur Hockey League and Midland Figure Skating Club.
- Operates retail skate pro shop offering hockey, speed skating and figure skating equipment for sale along with skate sharpening services
- Hosts tournaments and events for local and national groups
- Offers concession area operated by the Midland Amateur Hockey League
- Rents skates for public use
- Offers public skating hours
- Offers a meeting room for rink and community use
- Manages preventative maintenance and servicing of mechanical, electrical, HVAC, plumbing and refrigeration systems for the 107,000-square-foot facility

## Financial Statement

### 508 - Civic Arena Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
Use and admission charges	\$ 994,667	\$ 1,085,940	\$ 1,087,759	\$ 1,120,940	\$ 1,123,978	\$ 1,131,895
Other	14,709	17,500	15,050	17,500	18,113	18,747
Non-operating	30,446	141,350	141,350	-	-	-
Investment earnings	(665)	(1,000)	(500)	(500)	(500)	(500)
Transfers in	425,000	425,000	425,000	425,000	425,000	325,000
Total revenues	<u>1,464,157</u>	<u>1,668,790</u>	<u>1,668,659</u>	<u>1,562,940</u>	<u>1,566,591</u>	<u>1,475,142</u>
<b>Expenses</b>						
Personal services	312,986	282,558	270,384	293,537	301,265	309,089
Supplies	21,199	37,100	32,800	26,250	26,644	27,044
Other services and charges	539,841	627,941	599,741	620,768	630,080	639,531
Debt Service	367,260	344,481	344,481	342,388	350,050	352,113
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Capital outlay	98,983	243,000	243,000	20,000	20,000	20,000
Total expenses	<u>1,340,269</u>	<u>1,545,080</u>	<u>1,500,406</u>	<u>1,312,943</u>	<u>1,338,039</u>	<u>1,357,777</u>
Excess of Revenues Over (Under) Expenses	123,888	123,710	168,253	249,997	228,552	117,365
Other non-working capital adjustments	4,048	10,000	10,000	(5,000)	(10,000)	(5,000)
Working Capital - beginning	(798,032)	(670,096)	(670,096)	(491,843)	(246,846)	(28,294)
<b>Working Capital - ending</b>	<u>\$ (670,096)</u>	<u>\$ (536,386)</u>	<u>\$ (491,843)</u>	<u>\$ (246,846)</u>	<u>\$ (28,294)</u>	<u>\$ 84,071</u>

## Summary of Budget Changes

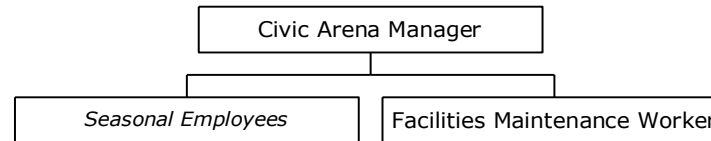
### Operating Trends



The Civic Arena is maintained and operated by a full-time Arena Facilities Maintenance person. Seasonal workers are hired to supplement peak season hours and special events. This method of staffing has been an efficient way to utilize our workforce and allows for flexibility in scheduling. The City contracts with the Midland Amateur Hockey League to provide ice resurfacing and related services. During the fall of 2013 the

City converted one of its arenas from a dry concrete floor to a permanent indoor artificial turf facility. This has brought an entirely new group of users to the arena. The community groups have been very supportive thus far and the new revenue stream will help in stabilizing the long-term financial position of the facility.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Civic Arena Manager	1	1	1
Facilities Maintenance Worker	1	1	1
<b>Total Full-Time</b>	<b>2</b>	<b>2</b>	<b>2</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>2</b>	<b>2</b>	<b>2</b>



Landfill Superintendent..... Scott O’Laughlin

**Service Statement**

Landfill staff is responsible for safe, efficient and regulatory-compliant disposal of all non-hazardous solid waste in Midland County. Midland is a closed county, meaning Midland waste does not leave the state, and waste from other counties or states does not enter the county for disposal. The site is open Monday through Friday, 8:00 a.m. – 4:00 p.m. all year, and on Saturdays from 8:30 a.m. – noon during the months of March through November. Staff processes an average of over 100 vehicles per day, which amounts to roughly 550 tons per day of waste being buried. The site is subject to review and approval by its regulatory agency, the Michigan Department of Environmental Quality, in accordance with Part 115 of PA 451, as amended.

The site began filling the current waste disposal site, Cell 16, with residential refuse in fiscal year 2007-08. Partially filled Cells 14 and 15 are now being used for Type III (soil and construction debris) waste disposal. Waste disposal operations are being managed to optimize future potential for decomposition gas. Including permitted future cells, the site has over 40 years remaining.

A landfill gas collection and control system (GCCS) has been in operation since summer 2010. The GCCS collects the gas byproduct of waste decomposition and sends the gas to the gas-to-energy plant located at the City's Wastewater Treatment facility. During energy plant shutdowns, the gas is flared at the Landfill. Along with providing the fuel to offset current energy costs and reduce the need for natural gas, the GCCS has greatly reduced odor migration from the landfill and, in the future, will provide a source of revenue through sale of excess energy. Finally, in spring 2014 an approved bioreactor will introduce digested wastewater liquid into the garbage received that day. This process will decompose waste more quickly,

accelerating gas generation. It will also reduce future environmental liability as the waste completes decomposition.

The City also runs a large scale yard waste composting operation on the property. Over 40,000 cubic yards of leaves and grass are ground, mixed, rotated several times and eventually screened to generate high-quality compost. The material is currently used completely on City projects. Tree and brush waste are also ground using a recently purchased grinder, which is capable of processing logs over 30 inches in diameter. The ground wood is used for landfill roads and as waste cover.

Staff supports recycling and education at the site. We have a scrap metal drop-off area where metals are collected for sale to a recycling yard. Concrete and asphalt are recycled, and their use results in good road conditions in the waste disposal area. Tours are provided to hundreds of school students each year, educating them on how waste is handled and promoting recycling.

Staff hires consultants to perform groundwater, surface water and air monitoring at the site to insure against the release of pollutants from the site. Landfill staff strives to maintain a park-like appearance through grounds keeping, litter control and dust minimization.

The Landfill provides funding and a drop off location for four household hazardous waste collections held annually. The materials are taken off site for proper disposal by a hazardous waste disposal firm. The program is provided to citizens at no expense. Electronic waste recycling collection have also been added to the daily operation of the on-site Midland Recyclers to minimize the amount of those materials being disposed of at the site.



### Service Statement (cont.)

Citizens have convenient access to dumpsters on a paved, elevated pad for disposal of small volumes of waste. Each household in the City of Midland and Midland County is allowed a single visit each month of up to three cubic yards of waste at no charge (excludes tires; maximum one appliance). Additional volume or visits within the calendar month are charged at the rates posted at the site and in the City's Code of Ordinances. Disposal fees were reduced in 2003 for all waste types, and had not increased during the ten prior years.

### Functions

#### Waste Disposal for Midland County

- Residential waste drop-off area for convenient disposal for citizens, including 3 yards per residence per month for free
- Commercial/industrial non-hazardous solid waste
- Asbestos
- Contaminated soil

#### Recycling

- Collects landfill gas to fuel energy production facility and reduce pollution
- Yard waste: 40,000+ yards of leaves & grass processed into compost annually
- Grinds up brush for internal use
- Separates scrap metal where possible and sells for scrap value

- Keeps concrete & asphalt waste separate for crushing & reuse as road and road base material on site
- Uses waste foundry sand when available for daily waste cover, reducing use of virgin sand for cover
- Supports Midland Recyclers, located on site
- Provides free tours to schools from pre-school through college ages, and community groups

#### Site Maintenance

- Maintains park-like appearance
- Dust minimization
- Pump system maintenance
- Controls litter
- Erosion prevention
- Gas odor control
- Pump system maintenance

#### Regulatory Compliance/Environmental Stewardship

- Customer service: processes an average of over 100 vehicles daily
  - Inspects loads to prevent prohibited waste disposal
  - Keeps records for reporting to Michigan Department of Environmental Quality and Environmental Protection Agency
  - Monitors groundwater to verify no contamination of water table beneath site
  - Installed a landfill gas collection system to reduce odor concerns and generate renewable energy
- Implementing bioreactor landfill cell to extend site life and reduce future liability

## Financial Statement

### 517 - Landfill Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14 Amended	2013-14 Estimate	2014-15 Adopted	2015-16 Projected	2016-17 Projected
<b>Revenues</b>						
Service and supplies sales	\$ 13,600	\$ 25,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Use and admission charges	3,322,110	3,277,000	3,312,000	3,277,000	3,252,000	3,227,000
Other	5,934	5,500	4,900	3,500	3,500	3,500
Non-operating	50,002	40,943	76,935	49,048	49,753	50,477
Investment earnings	17,647	33,967	18,571	17,863	17,758	17,652
Total revenues	<u>3,409,293</u>	<u>3,382,410</u>	<u>3,427,406</u>	<u>3,362,411</u>	<u>3,338,011</u>	<u>3,313,629</u>
<b>Expenses</b>						
Personal services	1,043,428	1,164,531	1,242,062	1,212,467	1,259,250	1,290,579
Supplies	317,152	268,740	268,740	273,850	278,860	293,870
Other services and charges	1,375,246	1,409,095	1,498,126	1,497,935	1,509,278	1,498,186
Reserve for contingencies	-	50,000	50,000	50,000	50,000	50,000
Non-operating	26,707	627	595	600	29,451	600
Capital projects	148,931	935,431	935,431	300,000	70,000	15,000
Capital outlay	<u>488,587</u>	<u>772,409</u>	<u>772,409</u>	<u>227,000</u>	<u>530,000</u>	<u>1,010,000</u>
Total expenses	<u>3,400,051</u>	<u>4,600,833</u>	<u>4,767,363</u>	<u>3,561,852</u>	<u>3,726,839</u>	<u>4,158,235</u>
Excess of Revenues Over (Under)						
Expenses	9,242	(1,218,423)	(1,339,957)	(199,441)	(388,828)	(844,606)
Other non-working capital adjustments	266,040					
Working Capital - beginning	<u>6,564,274</u>	<u>6,839,556</u>	<u>6,839,556</u>	<u>5,499,599</u>	<u>5,300,158</u>	<u>4,911,330</u>
<b>Working Capital - ending</b>	<u>\$ 6,839,556</u>	<u>\$ 5,621,133</u>	<u>\$ 5,499,599</u>	<u>\$ 5,300,158</u>	<u>\$ 4,911,330</u>	<u>\$ 4,066,724</u>

## Summary of Budget Changes

### Operating Trends



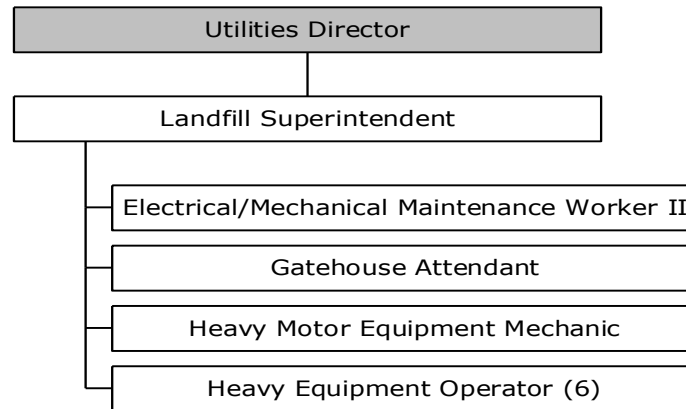
### **Significant Notes – 2014-15 Budget Compared to 2013-14 Budget**

In fiscal year 2014-15 long term soil cover will be applied to completed portions of active disposal cells. Focus will remain on maximizing gas production and collection for energy production. Treated biosolids liquid sludge from the City's Wastewater Treatment Plant will be used to accelerate waste decomposition and gas generation. The gas collection system

will also continue to maintain compliance and odor control as it provides the primary fuel source for the City's gas-to-energy facility.

In fiscal year 2013-14, a portion of raw compost on the property was sold as in previous years, prior to most processing, for use in biological treatment of contaminated soils in Porter Township. This program will be continued in the 2014-15 fiscal year to offset operating expenses.

**Organizational Chart**



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Landfill Superintendent	1	1	1
Electrical/Mechanical Maintenance Worker II	1	1	1
Gatehouse Attendant	1	1	1
Heavy Motor Equipment Mechanic	0	1	1
Heavy Equipment Operator	6	6	6
<b>Total Full-Time</b>	<b>9</b>	<b>10</b>	<b>10</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>9</b>	<b>10</b>	<b>10</b>



Director of Planning and Community Development ..... C. Bradley Kaye, AICP  
Manager of Senior Housing .....Kim Samborn

## Service Statement

The goal of Senior Housing at the City of Midland is to allow our residents to “age in place” and remain in their own apartment for as long as is safely possible. Support services such as a meal plan and health monitoring are offered.

All expenses must be met with rent revenue, as no operating subsidy is received. Washington Woods is debt-free and non-profit. There are 214 total apartments, with a combination of one- and two-bedroom apartments available. There are no maximum or minimum income levels. Residents represent a broad range of incomes.

You are eligible to live at Washington Woods senior living community:

- If you or your spouse is 62 years or older in any income range;
- If you meet written tenant selection criteria and have a home assessment by our health coordinator;

Persons 55 years of age or older in any income range are considered when there is no waiting list for those 62 years and older. The waiting list rankings are determined by application date.

A wide variety of planned activities are offered from bingo to Bible study. Each apartment is equipped with an emergency call system, and the front entrances are locked at all times. Card and craft shops are operated by the Tenant Council. Laundry facilities and beauty shops are also located within the buildings.

Good customer service, friendly, helpful staff and a well-maintained building are key elements in drawing new residents and retaining current ones. Senior Housing adheres to fair

housing policies and ensures equal housing opportunities for all people, regardless of race, color, national origin, religion, sex, familial status and/or disability.

## Functions

### Administration

- Prepares and administers the department budget
- Develops and administers the capital improvement budget
- Establishes and maintains good working relationships with residents, families, contractors and service agencies
- Develops resident policies, resolves resident conflicts and ensures a safe living environment for residents
- Coordinates and delegates work to appropriate personnel
- Monitors department activities to assure efficient operations and adherence to established policies, practices and procedures
- Ensures safe working methods and facilitates safe working behavior

### Office Staff

- Coordinates rental application process and calculates waiting list placement
- Fills apartment vacancies, completes apartment rental paperwork and calculates rent
- Conducts tours for prospective tenants and visitors
- Composes and distributes written communications regarding policies and special events
- Plans and coordinates social activities, entertainment and other resident functions
- Inputs time card information into the payroll system
- Records resident billing and daily meal charges; prepares resident invoices
- Conducts annual resident rent review and adjusts rents
- Prepares a variety of financial reports
- Issues purchase orders and prepares bills for payment

### **Functions (cont.)**

#### **Office Staff (cont.)**

- Orders requested supplies
- Checks in residents at daily meal
- Produces work orders for maintenance to complete

#### **Maintenance**

- Keeps inventory of supplies & places orders
- Schedules and coordinates contractual work
- Troubleshoots and makes repairs within the building, including residents' apartments
- Cleans and maintains the appearance of the public areas
- Maintains the grounds, including mowing, landscaping and removing snow
- Completes renovation on vacated apartments
- Sets up tables, chairs and equipment for activities
- Maintains grounds & maintenance equipment
- Repairs and cleans furnace and air conditioning units

#### **Health Service Coordinator**

- Conducts pre-admission assessments
- Responds to emergency situations

- Assesses health levels of residents for continued residency and advises management of issues
- Initiates and facilitates family conferences to ensure resident is receiving appropriate health care
- Oversees resident health care services; supervises nursing staff and health care contractors
- Plans, coordinates and conducts health care education programs for housing residents and City staff
- Serves as a resident health advocate
- Acts as facility contact for discharge planning after a hospitalization or long term care stay
- Identifies the need for and administers proper infection control procedures

#### **Senior Housing Nurse**

- Assesses the needs of residents regarding their physical and mental conditions
- Monitors resident status and arranges for appropriate intervention
- Maintains and updates medical histories
- Counsels residents and families regarding aging issues
- Assists with health screening, health fairs and flu clinics
- Serves as a resident health advocate

## Financial Statement

### 536 - Washington Woods

Detail Of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
Rentals	\$ 1,213,288	\$ 1,207,142	\$ 1,234,728	\$ 1,265,372	\$ 1,290,547	\$ 1,315,723
Miscellaneous	354,688	363,469	370,222	379,935	389,950	399,964
Investment earnings	1,510	1,000	1,000	1,000	1,000	1,000
Non-operating	1,317	333,750	332,924	1,000	1,000	1,000
Transfers in	40,385	119,880	120,580	35,184	-	-
Total revenues	<u>1,611,188</u>	<u>2,025,241</u>	<u>2,059,454</u>	<u>1,682,491</u>	<u>1,682,497</u>	<u>1,717,687</u>
<b>Expenses</b>						
Personal services	684,513	727,444	725,926	742,444	763,391	786,932
Supplies	29,626	126,646	124,696	65,928	36,388	36,892
Other services and charges	530,443	552,520	592,728	608,748	627,403	645,632
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Non-operating	258,440	298,496	290,937	280,300	315,938	296,625
Capital outlay	16,525	346,475	346,475	35,472	65,000	26,000
Transfers out	-	-	-	-	-	-
Total expenses	<u>1,519,547</u>	<u>2,061,581</u>	<u>2,090,762</u>	<u>1,742,892</u>	<u>1,818,120</u>	<u>1,802,081</u>
Excess of Revenues Over (Under)						
Expenses	91,641	(36,340)	(31,308)	(60,401)	(135,623)	(84,394)
Other non-working capital adjustments	(28,169)					
Working Capital - beginning	1,074,184	1,137,656	1,137,656	1,106,348	1,045,947	910,324
<b>Working Capital - ending</b>	<u>\$ 1,137,656</u>	<u>\$ 1,101,316</u>	<u>\$ 1,106,348</u>	<u>\$ 1,045,947</u>	<u>\$ 910,324</u>	<u>\$ 825,930</u>

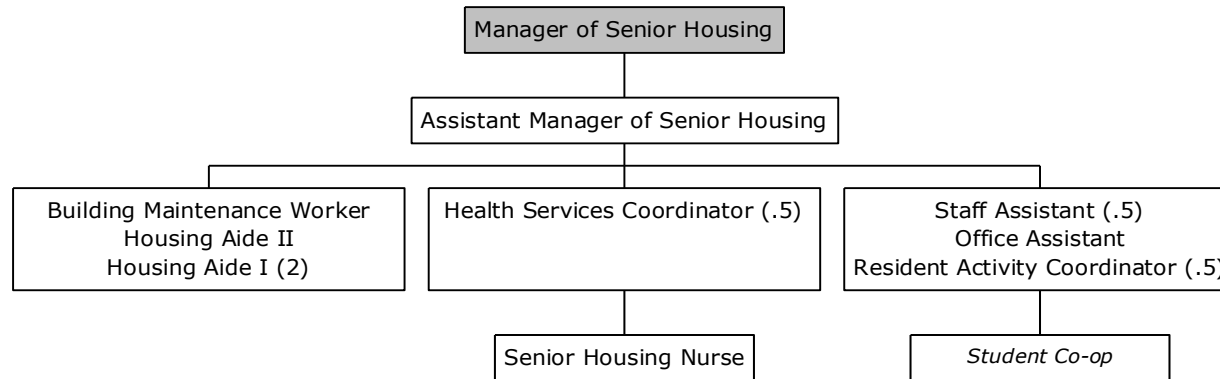


**Summary of Budget Changes**

**Operating Trends**



**Organizational Chart**



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Manager of Senior Housing	1	1	0
Assistant Manager of Senior Housing	0	0	1
Office Assistant	1	1	1
Building Maintenance Worker	1	1	1
Housing Aide II	1	1	1
Housing Aide I	2	2	2
<b>Total Full-Time</b>	<b>6</b>	<b>6</b>	<b>6</b>
<u>Regular Part-Time</u>			
Health Services Coordinator	1	1	1
Senior Housing Nurse	2	2	2
Resident Activity Coordinator	1	1	1
Staff Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Department Total</b>	<b>11</b>	<b>11</b>	<b>11</b>



Director of Planning and Community Development ..... C. Bradley Kaye, AICP CFM  
Manager of Senior Housing ..... Kim Samborn

### Service Statement

The goal of Senior Housing at the City of Midland is to allow our residents to “age in place” and remain in their own apartment for as long as is safely possible. Support services such as a meal plan and health monitoring are offered.

All expenses must be met with rent revenue, as no operating subsidy is received. Riverside Place is debt-free and non-profit. There are 150 total apartments, with a combination of one- and two-bedroom apartments available. There are no maximum or minimum income levels. Residents represent a broad range of incomes.

You are eligible to live at Riverside Place senior living community:

- If you or your spouse is 62 years or older in any income range;
- If you meet written tenant selection criteria and have a home assessment by our health coordinator;

Persons 55 years of age or older in any income range are considered when there is no waiting list for those 62 years and older. The waiting list rankings are determined by application date.

A wide variety of planned activities are offered from bingo to Bible study. Each apartment is equipped with an emergency call system, and the front entrances are locked at all times. Card and craft shops are operated by the Tenant Council. Laundry facilities and beauty shops are also located within the buildings.

Good customer service, friendly, helpful staff and a well-maintained building are key elements in drawing new residents and retaining current ones. Senior Housing adheres to fair

housing policies and ensures equal housing opportunities for all people, regardless of race, color, national origin, religion, sex, familial status and/or disability.

### Functions

#### Administration

- Prepares and administers the department budget
- Develops and administers the capital improvement budget
- Establishes and maintains good working relationships with residents, families, contractors and service agencies
- Develops resident policies, resolves resident conflicts and ensures a safe living environment for residents
- Coordinates and delegates work to appropriate personnel
- Monitors department activities to assure efficient operations and adherence to established policies, practices and procedures
- Ensures safe working methods and facilitates safe working behavior

#### Office Staff

- Coordinates rental application process and calculates waiting list placement
- Fills apartment vacancies, completes apartment rental paperwork and calculates rent
- Conducts tours for prospective tenants and visitors
- Composes and distributes written communications regarding policies and special events
- Plans and coordinates social activities, entertainment and other resident functions
- Inputs time card information into the payroll system
- Records resident billing and daily meal charges; prepares resident invoices
- Conducts annual resident rent review and adjusts rents
- Prepares a variety of financial reports
- Issues purchase orders and prepares bills for payment

### **Functions (cont.)**

#### **Office Staff (cont.)**

- Orders requested supplies
- Checks in residents at daily meal
- Produces work orders for maintenance to complete

#### **Maintenance**

- Keeps inventory of supplies & places orders
- Schedules and coordinates contractual work
- Troubleshoots and makes repairs within the building, including residents' apartments
- Cleans and maintains the appearance of the public areas
- Maintains the grounds, including mowing, landscaping and removing snow
- Completes renovation on vacated apartments
- Sets up tables, chairs and equipment for activities
- Maintains grounds & maintenance equipment
- Repairs and cleans furnace and air conditioning units

#### **Health Service Coordinator**

- Conducts pre-admission assessments
- Assesses health levels of residents for continued residency and advises management of issues
- Initiates and facilitates family conferences to ensure resident is receiving appropriate health care
- Oversees resident health care services; supervises nursing staff and health care contractors
- Plans, coordinates and conducts health care education programs for housing residents and City staff
- Serves as a resident health advocate
- Acts as facility contact for discharge planning after a hospitalization or long term care stay
- Identifies the need for and administers proper infection control procedures

#### **Senior Housing Nurse**

- Assesses the needs of residents regarding their physical and mental conditions
- Monitors resident status and arranges for appropriate intervention
- Maintains and updates medical histories
- Counsels residents and families regarding aging issues
- Assists with health screening, health fairs and flu clinics
- Serves as a resident health advocate
- Responds to emergency situations

## Financial Statement

### 537 - Riverside Place Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
Rentals	\$ 1,302,070	\$ 1,296,000	\$ 1,296,000	\$ 1,346,000	\$ 1,379,500	\$ 1,413,000
Contributions	7,705	1,000	-	-	-	-
Miscellaneous	488,678	502,886	518,913	510,147	517,553	526,439
Investment earnings	1,436	1,250	1,250	1,250	1,250	1,250
Non-operating	(6,868)	136,350	149,976	16,400	8,900	9,650
Total revenues	<u>1,793,021</u>	<u>1,937,486</u>	<u>1,966,139</u>	<u>1,873,797</u>	<u>1,907,203</u>	<u>1,950,339</u>
<b>Expenses</b>						
Personal services	609,865	690,766	695,266	698,556	715,979	739,105
Supplies	134,334	32,320	34,720	39,720	40,340	40,970
Other services and charges	607,247	621,073	645,640	682,997	695,908	715,583
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Non-operating	443,040	429,000	458,288	468,000	486,647	506,225
Capital outlay	22,155	160,200	158,600	40,000	18,700	21,700
Transfers out	20,000	10,000	10,000	10,000	-	-
Total expenses	<u>1,836,641</u>	<u>1,953,359</u>	<u>2,012,514</u>	<u>1,949,273</u>	<u>1,967,574</u>	<u>2,033,583</u>
Excess of Revenues Over (Under)						
Expenses	(43,620)	(15,873)	(46,375)	(75,476)	(60,371)	(83,244)
Other non-working capital adjustments	11,035					
Working Capital - beginning	1,059,370	1,026,785	1,026,785	980,410	904,934	844,563
<b>Working Capital - ending</b>	<u>\$ 1,026,785</u>	<u>\$ 1,010,912</u>	<u>\$ 980,410</u>	<u>\$ 904,934</u>	<u>\$ 844,563</u>	<u>\$ 761,319</u>

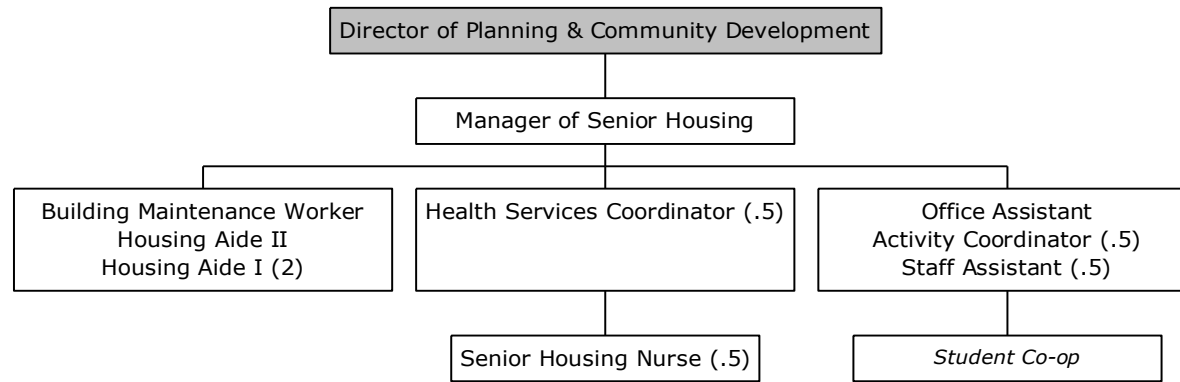
## Summary of Budget Changes

### Operating Trends





**Organizational Chart**



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Manager of Senior Housing	1	1	1
Office Assistant	1	1	1
Building Maintenance Worker	1	1	1
Housing Aide II	1	1	1
Housing Aide I	2	2	2
<b>Total Full-Time</b>	<b>6</b>	<b>6</b>	<b>6</b>
<u>Regular Part-Time</u>			
Health Services Coordinator	1	1	1
Senior Housing Nurse	1	1	1
Staff Assistant	1	1	1
Activity Coordinator	1	1	1
<b>Total Regular Part-Time</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Department Total</b>	<b>10</b>	<b>10</b>	<b>10</b>



**Assistant City Manager for Financial Services ..... David A. Keenan**  
**Contracted Management of Operations.....Billy Casper Golf**

### Service Statement

The City has contracted with Billy Casper Golf, the largest domestic owner-operator of golf courses, to provide complete management services of the Currie Golf Courses. Effective 1/1/14 Billy Casper Golf will be responsible for course operations, property management, marketing and sales, staffing and training, merchandising, food and beverage concessions, clubhouse activities, special events, and financial management.

### Functions

#### Administrative Services

- Administers department budget
- Reviews fees annually and recommends changes to keep the course competitive with the local golf market

- Markets and advertises for the golf course complex
- Manages staff assignments to provide proper coverage as dictated by course usage

#### Golf Operations

- Operates a 27-hole golf course, 9-hole par 3 course and a driving range
- Provides in-house turf maintenance services for all courses
- Offers a golf shop with logo apparel
- Coordinates golf outings for corporate and non-profit groups
- Operates golf leagues Monday – Thursday for 25 leagues comprised of approximately 600 golfers
- Provides for repairs and improvements to the courses
- Hosts junior golf program for youth 18 years and under
- Offers an annual city tournament for local golfers
- Operates a food and beverage service including the sale of alcohol

## Financial Statement

### 584 - Currie Municipal Golf Course Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
Use and admission charges	\$ 641,235	\$ 939,490	\$ 805,964	\$ 845,724	\$ 921,000	\$ 948,905
Other	-	-	450	1,200	9,658	10,141
Sales	118,865	152,000	114,812	112,570	110,723	113,509
Investment earnings	13,076	6,270	8,445	8,445	8,445	8,445
Non-operating	304,656	500	40,151	30,350	30,000	30,000
Transfers in	540,000	540,000	540,000	540,000	425,000	375,000
Total revenues	<u>1,617,832</u>	<u>1,638,260</u>	<u>1,509,822</u>	<u>1,538,289</u>	<u>1,504,826</u>	<u>1,486,000</u>
<b>Expenses</b>						
Personal services	715,555	756,492	704,926	554,220	559,763	565,303
Supplies	161,205	175,475	176,749	150,253	151,756	153,258
Other services and charges	313,042	340,571	379,782	357,859	361,441	365,016
Reserve for contingencies	-	-	-	-	20,000	20,000
Capital outlay	-	80,262	239,762	49,000	30,000	30,000
Total expenses	<u>1,189,802</u>	<u>1,352,800</u>	<u>1,501,219</u>	<u>1,111,332</u>	<u>1,122,960</u>	<u>1,133,577</u>
Excess of Revenues Over (Under) Expenses	428,030	285,460	8,603	426,957	381,866	352,423
Other non-working capital adjustments	(267,040)					
Working Capital - beginning	(1,267,292)	(1,106,302)	(1,106,302)	(1,097,699)	(670,742)	(288,876)
<b>Working Capital - ending</b>	<u>\$ (1,106,302)</u>	<u>\$ (820,842)</u>	<u>\$ (1,097,699)</u>	<u>\$ (670,742)</u>	<u>\$ (288,876)</u>	<u>\$ 63,547</u>

## Summary of Budget Changes

### Operating Trends



The golf course continues to struggle financially and is in the second year of operating under a 5-year deficit elimination plan as approved by the Michigan Department of Treasury. This deficit elimination plan requires an annual contribution of \$540,000 from the General Fund in order to eliminate a \$1.3

million working capital deficit. As previously mentioned, the City has contracted with Billy Casper Golf to provide turnkey management of the facility with the intent of bringing expertise and efficiencies to the facility that will expedite the elimination of the deficit.

## **Significant Notes – 2014-15 Budget Compared to 2013-14 Budget**

A few significant operational changes are included in the creation of the 2014-15 budget that were absent in the 2013-14 budget. Billy Casper Golf has created most of the budget utilizing strategies that have been successful for them at other locations. The projected amounts for 2015/16 and 2016/17 are also largely reliant upon their input. Two suggestions from Billy Casper Golf are included in the 2014/15 budget as well as the projected years. The first suggestion is closing the east course front nine to reduce the number of holes of golf from 36 holes to 27 holes. This is expected to provide significant savings through the reduction of maintenance costs. The second

suggestion is to move the driving range from its existing location to the area previously used as the 1<sup>st</sup> and 9<sup>th</sup> holes of the east course front nine. By making the driving range more convenient to golfers and adding some amenities it is expected to increase driving range utilization of existing golfers, draw new customers, and greatly enhance the tools available to the training and development programs Currie will be offering. City staff is working with Billy Casper Golf to create a business plan for the driving range at this new location. These two changes are key elements to the financial recovery of the Currie Golf Course, and enabling it to eliminate the financial deficit and becoming financially self sufficient.

<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Director of Golf Operations	1	1	0
Golf Course Assistant Manager	1	1	0
Greens Superintendent	1	1	0
Golf Course Facilities Maintenance	1	1	0
Golf Course Equipment Operator*	3	3	0
<b>Total Full-Time</b>	<b>7</b>	<b>7</b>	<b>0</b>
<u>Regular Part-Time</u>			
Food and Beverage Manager	1	0	0
<b>Total Regular Part-Time</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>8</b>	<b>7</b>	<b>0</b>

\* Equipment Operators at Currie Golf Course were previously reported in the Parks and Recreation Department. Labor expenses were charged to the Golf Course through transfers.



**City Treasurer ..... Dana C. Strayer**



### Service Statement

This fund accounts for the administration, enforcement and maintenance operations of the City's downtown parking area. The downtown parking area includes 178 leased spaces in the City's three uncovered parking lots, street parking, meter, open lots and parking in the downtown parking structure. This fund

is responsible for issuing parking permits, meter maintenance and coin collection, parking lot plowing, painting and repairs, enforcing City and State parking codes, parking ticket appeals, delinquent ticket collections and interacting with employees and citizens to resolve parking issues within the downtown area.

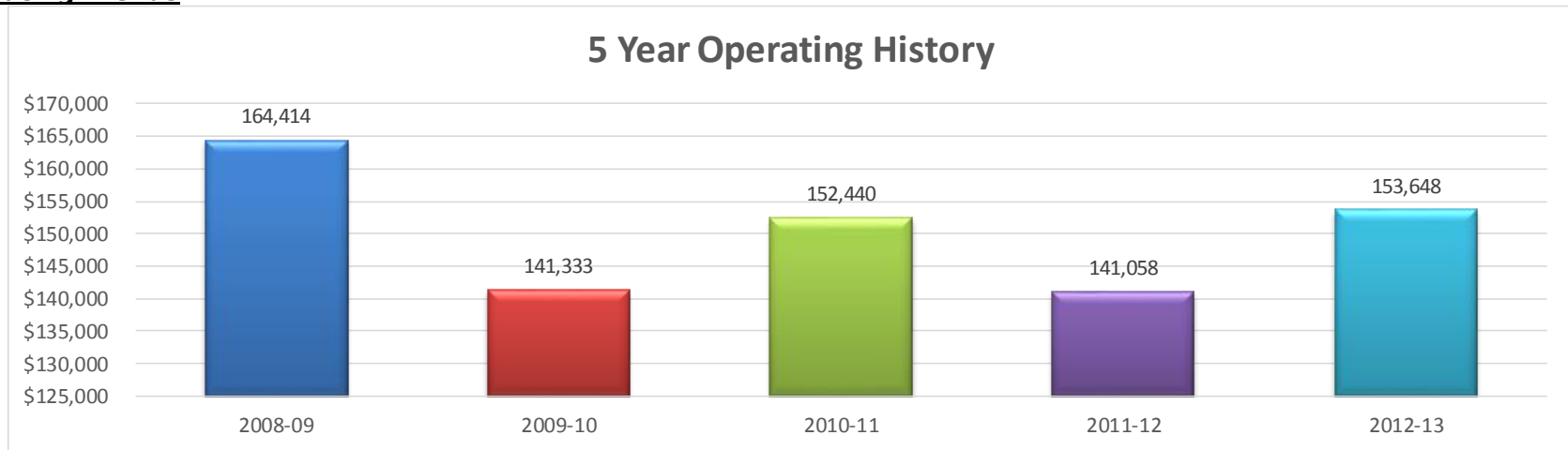
## Financial Statement

### 585 - Parking Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
Operating	\$ 84,983	\$ 89,600	\$ 91,147	\$ 91,847	\$ 91,847	\$ 91,847
Other	8,698	8,500	8,500	8,500	8,500	8,500
Investment earnings	(18)	25	10	20	20	20
Transfers in	47,500	59,000	66,500	63,000	64,000	67,000
Total revenues	<u>141,163</u>	<u>157,125</u>	<u>166,157</u>	<u>163,367</u>	<u>164,367</u>	<u>167,367</u>
<b>Expenses</b>						
Personal services	37,855	44,149	51,336	44,772	46,192	47,681
Supplies	2,185	1,975	3,400	3,425	3,478	3,531
Other services and charges	110,265	110,650	113,695	113,439	113,159	114,948
Non-operating	3,343	-	1,553	1,500	1,545	1,591
Total expenses	<u>153,648</u>	<u>156,774</u>	<u>169,984</u>	<u>163,136</u>	<u>164,374</u>	<u>167,751</u>
Excess of Revenues Over (Under) Expenses	(12,485)	351	(3,827)	231	(7)	(384)
Working Capital - beginning	16,490	4,005	4,005	178	409	402
<b>Working Capital - ending</b>	<u>\$ 4,005</u>	<u>\$ 4,356</u>	<u>\$ 178</u>	<u>\$ 409</u>	<u>\$ 402</u>	<u>\$ 18</u>

## Summary of Budget Changes

### Operating Trends





Wastewater Superintendent.....Kevin Babinski

## Service Statement

The City of Midland Wastewater Treatment Plant is a "Class A" sewage treatment plant. Permit MI0023582, issued by the State of Michigan Department of Environmental Quality, authorizes Midland to discharge treated municipal wastewater from Outfall 001 to the Tittabawassee River via the Lingle Drain. The treatment plant has a design capacity of 10.0 million gallons a day (MGD) and a hydraulic capacity of 18.0 MGD. Samples are collected during each shift and analyzed daily by the operational staff in the wastewater laboratory. Process adjustments for each phase of treatment are made based on the analytical results in comparison to permit limitation of each pollutant. Daily reports are generated and compiled into a monthly operating report, which is submitted to the State of Michigan.

Sludge is a waste product that is generated from solids removed during the cleaning of the wastewater. It is stabilized through a biological process referred to as anaerobic digestion. In this process, microorganisms destroy pathogens and viruses while reducing the volatile content, creating a safe recyclable product called bio-solids. Bio-solids are used as a fertilizer throughout the farming industry and contain nitrogen, phosphorus and many micro-nutrient and organic solids that enrich the soil. The City of Midland recycles approximately 3.5 million gallons of bio-solids each year.

Staff monitors plant equipment using a SCADA system and performs inspections of all equipment and structures daily. An intensive preventive maintenance program keeps equipment operating at peak efficiency.

A computerized work order system tracks equipment maintenance costs. Most repairs to equipment are done in-house.

The treatment plant has a one megawatt standby diesel generator to run critical loads during a power outage.

Staff has carefully reviewed its 20 year Asset Management Program and budgets and prioritizes capital expenditures to extend the life of the treatment plant and to keep it operating at peak efficiency.

The sewer maintenance staff is responsible for maintaining nearly 207 miles of sanitary sewers. The sanitary system is cleaned on a two-year rotation. Computerized work orders track progress. Staff will respond to service requests 24 hours a day. The staff conducts regular inspections and is responsible for repairs to damaged structures and lines. Staff uses the latest technology to inspect sewers for potential problems. Staff can repair short sections of broken sewer using spot liners. This allows us to repair the pipe from the inside saving time and money. Larger defects that require a full-length liner or a dig and repair method are contracted out.

The storm maintenance staff is responsible for maintaining nearly 180 miles of storm sewer. The storm system is cleaned on a four-year rotation. Progress is tracked using a computerized work order system. Open drains throughout the city are inspected for debris after major rainfalls.

## Functions

### Sewer Maintenance

- Maintains and repairs the sanitary sewer system on a two-year rotation
- Maintenance includes cleaning, televising and repairing sanitary sewers and manholes
- Responds to service request calls related to the sanitary sewer system
- Inspects, assists and supervises subcontractors in the maintenance of the sanitary sewer system

### Functions (cont.)

#### **Storm Maintenance**

- Maintains and repairs the storm sewer systems
- Cleans storm sewers on a five-year rotation including catch basins
- Inspects, removes debris and supervises subcontractors in the maintenance of open drains and outfalls

#### **Plant Operations**

- Maintains National Pollutant Discharge Elimination System Permit, effluent limits and compliance schedule
- Removes non-recyclable material from wastewater and dispose
- Removes solids from wastewater and stabilizes for recycling
- Monitors biological treatment systems processes for cleaning wastewater
- Collects daily samples and performs daily analytical on all phases of the water recycling process and discharge requirements
- Adjusts process controls of each phase of treatment based on analytical results
- Maintains quality control and quality assurance of laboratory
- Inspects all plant equipment to ensure it is properly running and reports any malfunctioning equipment
- Generates daily report on all processes
- Monitors pumping stations via computer system communication
- Maintains storm water compliance permit as required by the State of Michigan, which includes bi-weekly storm water inspections, bi-annual inspections and annual reports

#### **Pump Station Maintenance**

- Monitors 40 pump stations via telemetry and computer system
- Maintains 14 stand by generators at major pump stations

- Performs weekly inspections as part of preventative maintenance program
- Utilizes in-house staff for pump, motor, electrical and structural repairs
- Researches new technology as it becomes available and implements this technology after it has been tested and proven, i.e., PLC control
- Installs equipment to help increase efficiency and reliability of pump station, i.e., variable frequency drives, flow meters
- Assists in design and construction of new pump stations
- Documents improvements and/or repairs to keep history to assist PM program
- All maintenance staff are members of MWEA and receive information on training and latest technology used in the wastewater industry

#### **Plant Maintenance**

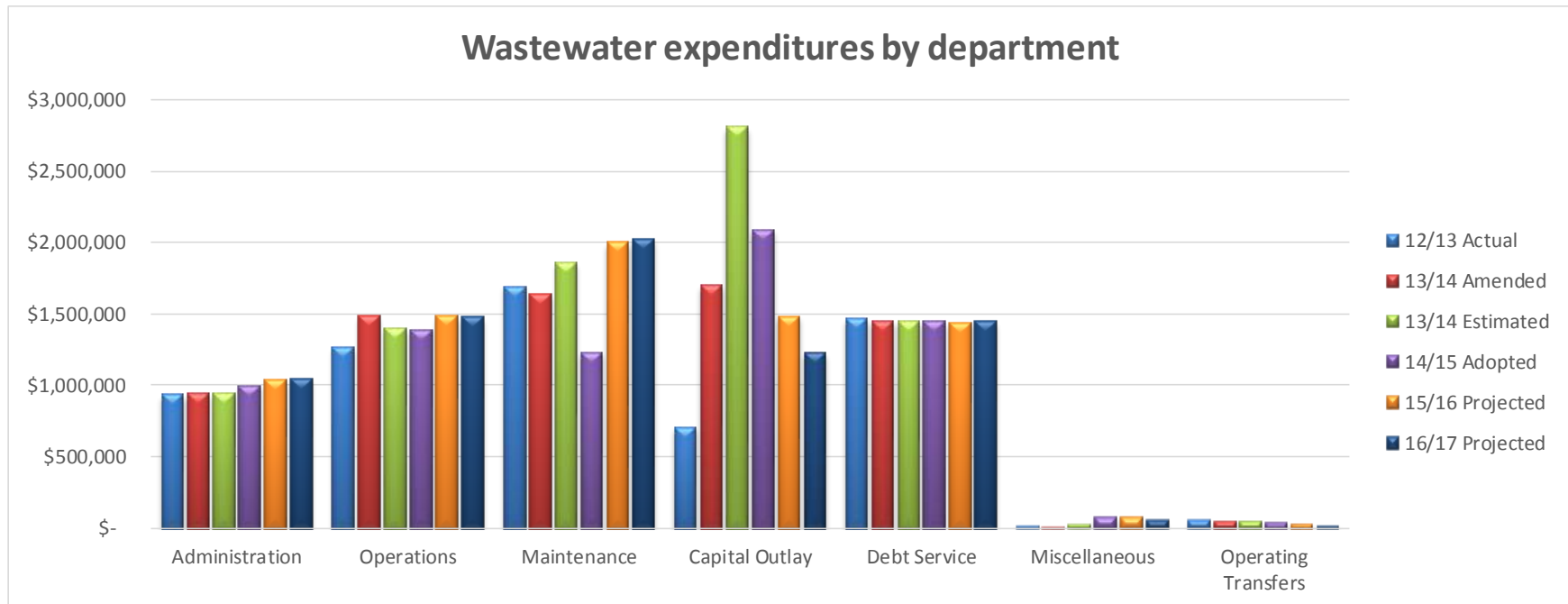
- Monitors plant equipment via computer and associated instruments
- Maintains 1 MW Generator
- Performs weekly inspections of plant equipment and structures
- Administers intensive preventative maintenance program
- Utilizes in-house staff for pump, motor, electrical, and structural repairs
- Works in cooperation with operations staff utilizing a trouble area work order program
- Annually tests thermography on critical equipment
- Annually calibrates meters
- Prioritizes equipment replacement using an asset management plan
- All maintenance staff are members of MWEA and receive information on training and latest technology used in the wastewater industry

## Financial Statement

### 590 - Wastewater Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
Sewer service charges	\$ 5,659,485	\$ 6,070,541	\$ 5,716,013	\$ 6,010,682	\$ 6,187,800	\$ 6,370,200
Other	81,474	86,490	91,692	97,470	103,400	106,500
Investment earnings	3,454	5,500	5,500	5,500	5,500	5,500
Non-operating	238,645	14,700	1,240,413	153,500	141,490	141,990
Transfers in	896,911	870,424	870,424	1,095,911	866,157	868,356
Total revenues	<u>6,879,969</u>	<u>7,047,655</u>	<u>7,924,042</u>	<u>7,363,063</u>	<u>7,304,347</u>	<u>7,492,546</u>
<b>Expenses</b>						
Personal services	1,891,286	1,928,040	1,997,180	2,153,729	2,235,417	2,275,024
Supplies	401,910	482,878	493,088	438,715	442,635	445,725
Other services and charges	1,597,397	1,656,192	1,716,328	1,729,184	1,843,291	1,822,823
Debt service	1,465,483	1,450,707	1,450,707	1,448,207	1,443,597	1,447,262
Reserve for contingencies	-	-	25,000	50,000	51,500	53,050
Non-operating	20,440	750	750	26,510	25,029	790
Capital projects	231,748	1,179,114	2,214,114	1,493,200	650,000	575,000
Capital outlay	474,165	517,702	597,702	596,500	834,000	649,000
Transfers out	53,000	50,000	50,000	40,000	30,000	20,000
Total expenses	<u>6,135,429</u>	<u>7,265,383</u>	<u>8,544,869</u>	<u>7,976,045</u>	<u>7,555,469</u>	<u>7,288,674</u>
Excess of Revenues Over (Under)						
Expenses	744,540	(217,728)	(620,827)	(612,982)	(251,122)	203,872
Other non-working capital adjustments	(190,317)					
Working Capital - beginning	<u>1,706,712</u>	<u>2,260,935</u>	<u>2,260,935</u>	<u>1,640,108</u>	<u>1,027,126</u>	<u>776,004</u>
<b>Working Capital - ending</b>	<u>\$ 2,260,935</u>	<u>\$ 2,043,207</u>	<u>\$ 1,640,108</u>	<u>\$ 1,027,126</u>	<u>\$ 776,004</u>	<u>\$ 979,876</u>

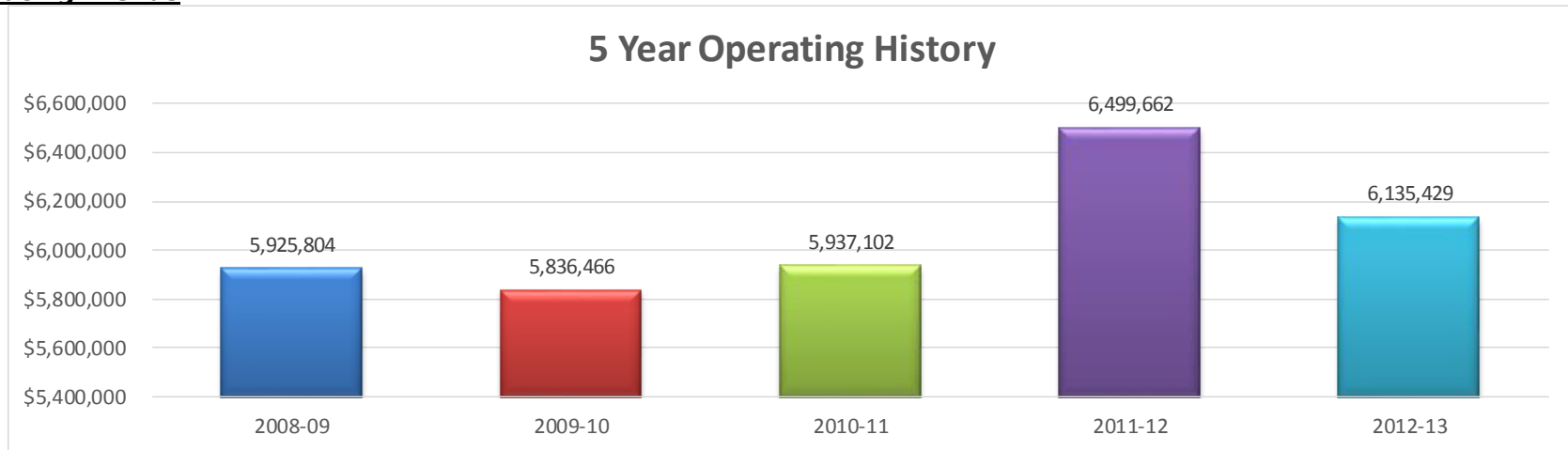
**Summary of Budget Changes**





**Summary of Budget Changes (cont.)**

**Operating Trends**

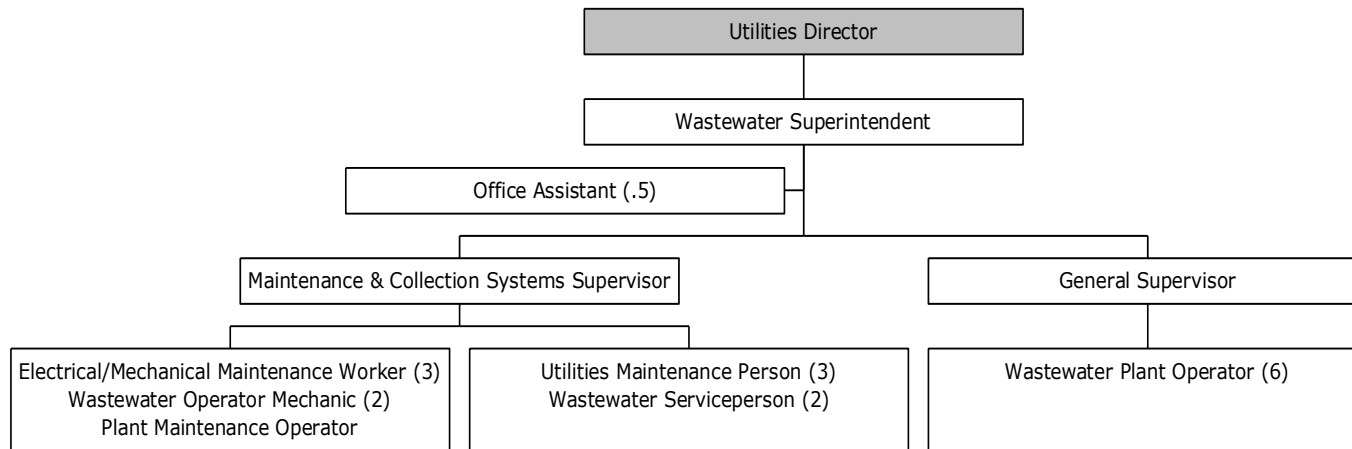


**Significant Notes – 2014-15 Budget Compared to 2013-14 Budget**

Repairs to infrastructure at the wastewater plant will include sluice gates on various structures. These gates are original equipment installed in the 60's. Manhole rehabilitation will continue on older deteriorating block manholes in the

downtown area. Rehabilitation of the sanitary sewer on Sylvan from Campau to Eastman. The HVAC system on the administration building will be replaced.

**Organizational Chart**



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Wastewater Superintendent	1	1	1
General Supervisor	1	1	1
Maintenance & Collection Systems Supervisor	1	1	1
Electrical/Mechanical Maintenance Worker II	3	3	3
Plant Maintenance Operator	1	1	1
Utilities Maintenance Person	3	3	3
Wastewater Operator Mechanic	2	2	2
Wastewater Plant Operator	6	6	6
Wastewater Serviceperson	2	2	2
<b>Total Full-Time</b>	<b>20</b>	<b>20</b>	<b>20</b>
<u>Regular Part-Time</u>			
Office Assistant	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>21</b>	<b>21</b>	<b>21</b>

Staff upgraded 2 positions from Serviceworker to Utility Maintenance Operator to get the expertise to maintain new advanced equipment.



Utilities Director .....	Noel Bush
Water Superintendent .....	Kevin Van Sickle
Budget Analyst .....	Joseph Sova

## Service Statement

Raw water from Lake Huron is purchased from the Saginaw-Midland Municipal Water Supply Corporation pipeline. The pipeline corporation is jointly owned by the cities of Midland and Saginaw.

The Water Division is responsible for the planning, management, treatment and distribution of potable water. Bringing this precious natural resource into homes and businesses requires the hard work and commitment of knowledgeable and devoted trained specialists working around the clock.

The City of Midland water system operates under oversight from EPA and MDEQ under the U.S. Safe Drinking Water Act of 1974 and the Michigan Safe Drinking Water Act 1976 PA 399.

Our water treatment and distribution system protect us from naturally-occurring and manmade contaminants. The water treatment plant is capable of producing 48 million gallons a day of high quality water. Chemicals are added to the raw water at the Water Plant to accomplish the purification and disinfection process that includes: coagulation, clarification and filtration. Operators at the plant monitor water quality in "real time" 24 hours a day, 365 days a year. Over 100,000 tests are performed each year by our laboratory - before, during and after treatment - to assure that the water meets or exceeds all the requirements of Federal and State regulations for safe drinking water. Finished water is distributed through separate transmission systems to both our general population or domestic flow and our industrial customers at Dow Chemical's Michigan Division and Dow Corning. The plant maintenance team is responsible for ensuring the reliability of all the electrical and mechanical systems for the treatment and delivery of the water. Water is stored in both elevated and

underground facilities located throughout the water system to meet our customers' needs.

The water transmission and distribution system is comprised of over 359 miles of water main providing water for fire protection, business, industry and individual customers in the City of Midland, Homer Township, Larkin Township, Midland Township, Mills Township, Water District #1 of Midland County and the City of Auburn. Water system distribution crews provide for the integrity of this delivery system with emergency water main repair, valve operation, elevated storage inspection and cleaning, hydrant inspections and meter reading and maintenance. The Distribution staff also administers the City's Cross Connection Control Program to protect the system from backflow potential.

## Functions

### Water Plant Operations

- Maintains water quality within Federal and State requirements to protect public health
- Monitors plant operation 24/7 to optimize treatment efficiency
- Files monthly treatment reports to MDEQ
- Complies with Process Safety (OSHA) and Risk Management (EPA) requirements for chlorine handling
- Performs daily chemical and biological analysis monitoring treatment process
- Develops short- and long-range budget and capital improvement plan
- Responds to citizen service requests and inquiries related to water quality questions
- Performs daily water system testing for bacteriological indicator organism to confirm water quality
- Maintains certification of plant laboratory to meet EPA and MDEQ standards

## **Functions (cont.)**

### **Water Plant Operations (cont.)**

- Monitors mandated MDEQ operator certification to ensure continuing education requirements are completed
- Conducts water quality control sampling of our distribution system
- Coordinates daily flow request with the Saginaw-Midland Water Supply Corp. to optimize raw water system efficiency
- Monitors and maintains treatment chemical inventories
- Meets MDEQ and Clean Water Act requirements for the disposal of water treatment residuals

### **Water Plant Maintenance**

- Maintains 5 pump stations including: industrial pumping, domestic pumping, pressure district pumping and booster pump stations
- Maintains Supervisor Control and Data Acquisition (SCADA) systems and corresponding remote radio telemetry to insure reliability of the plant controls
- Performs preventive maintenance program on system equipment
- Monthly calibrates online analytical equipment for turbidity and chlorine to ensure regulatory compliance
- Completes all required staff safety training
- Conducts annual maintenance of all treatment basins and process equipment including calibration of all chemical feeders and flow meters
- Completes annual inspection and monitoring program of plant filters
- Periodically assists other departments with maintenance issues

### **Water Distribution**

- Maintains and repairs emergency water main for 359 miles of water main

- Coordinates the inspecting and cleaning of three elevated storage towers.
- Reviews and approves design for all water system extensions and improvements
- Responds to citizen service requests and inquiries related to water quality questions, water pressure problems and water main repair or construction projects
- Provides accurate and timely readings of over 18,600 water meters on a quarterly basis for billing purposes
- Administers and enforces City Ordinances relating to our cross connection control program including the facilitation of the testing requirements for 4,828 backflow prevention devices
- Monitors operator MDEQ certification to ensure mandated continuing education requirements are completed
- Conducts annual system flushing program
- Monitors and maintains inventories for water system repair parts and meter stock
- Maintains and repairs emergency valves for 3,360 distribution valves
- Maintains 48" and 36" raw water transmission lines from Saginaw-Midland Municipal Water Supply Corporation to the City of Midland Water Treatment Plant
- Maintains 3,193 fire hydrants including auxiliary valves
- Gathers fire flow test data for City of Midland Fire Department and fire suppression contractors
- Responds to approximately 6,000 requests for utility locates on an annual basis

### **Customer Service and Billing**

- Provides water and sewer billing for the City's retail, wholesale and industrial customers
- Account management and administration
- Issues new water permits
- Coordinates work orders and field activities for new meter sets, final bill meter reading, repairs, shut-offs and meter change-outs

### **Functions (cont.)**

#### **Customer Service and Billing**

- Water service and billing and inquiries

- Educates consumers on leak detection and water loss through leaky toilets, etc.
- Administers alternative payment options

## Financial Statement

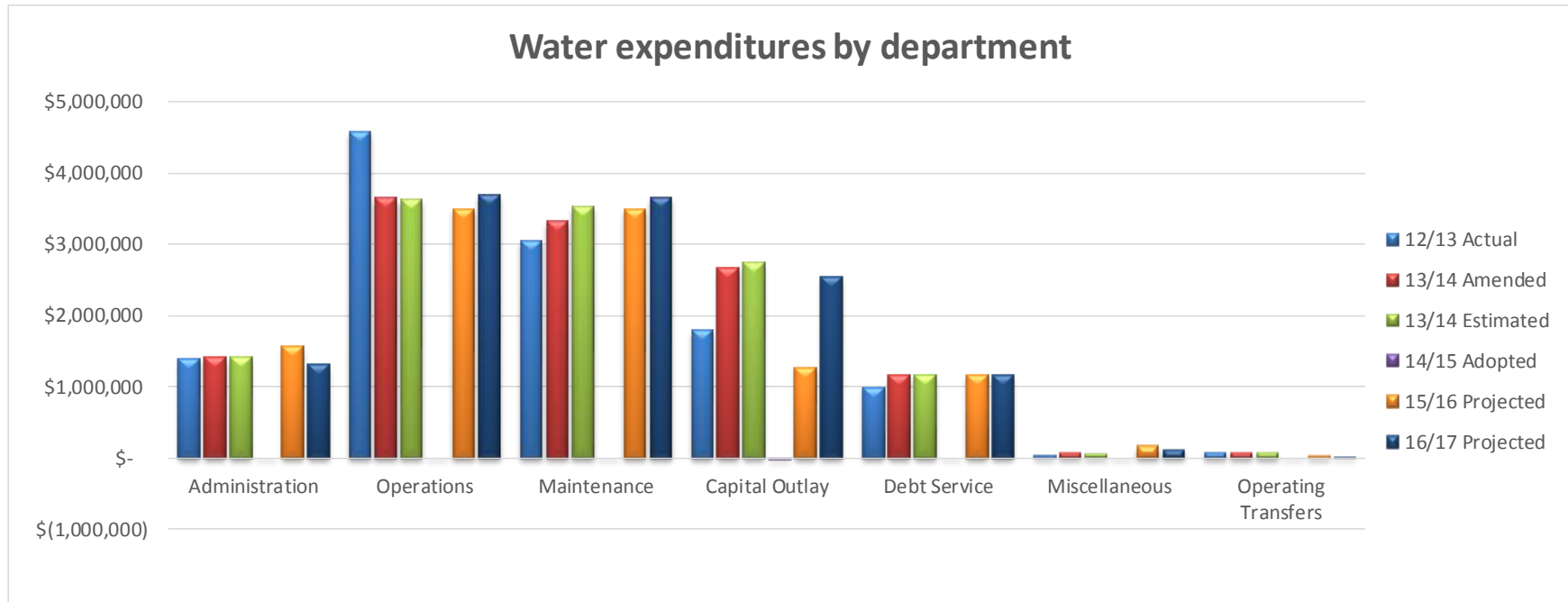
### 591 - Water

#### Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14 Amended	2013-14 Estimate	2014-15 Adopted	2015-16 Projected	2016-17 Projected
<b>Revenues</b>						
Water sales	\$ 9,724,664	\$ 9,571,470	\$ 9,543,955	\$ 9,514,480	\$ 9,630,000	\$ 9,780,600
Charges for services	498,900	456,560	456,560	463,984	477,900	492,236
Rentals	387,248	385,920	385,920	385,920	397,490	397,490
Other	93,720	101,370	100,190	101,780	95,330	97,030
Non-operating funds - State grants	12,700	-	-	-	-	-
Contractual	683,454	631,236	796,980	449,100	450,039	141,347
Investment earnings	516,888	6,000	5,197	5,000	5,000	5,000
Non-operating	307,386	70,350	69,826	85,083	65,160	65,690
Transfers in	-	-	-	182,000	-	-
Total revenues	<u>12,224,960</u>	<u>11,222,906</u>	<u>11,358,628</u>	<u>11,187,347</u>	<u>11,120,919</u>	<u>10,979,393</u>
<b>Expenses</b>						
Personal services	3,630,350	3,786,636	3,926,594	3,852,706	4,089,555	4,198,040
Supplies	685,360	693,410	657,060	717,115	704,931	724,348
Other services and charges	4,709,052	3,885,885	3,961,128	4,000,293	3,753,849	3,724,387
Debt Service	986,959	1,159,969	1,159,969	1,160,554	1,159,684	1,159,733
Reserve for contingencies	-	73,500	50,000	100,000	100,000	100,000
Non-operating	42,457	-	98	-	67,385	16,274
Capital projects	1,434,787	2,307,079	2,376,577	1,406,800	874,000	2,264,000
Capital outlay	355,155	353,317	353,317	369,000	393,000	271,000
Transfers out	79,000	75,000	75,000	60,000	35,000	20,000
Total expenses	<u>11,923,120</u>	<u>12,334,796</u>	<u>12,559,743</u>	<u>11,666,468</u>	<u>11,177,404</u>	<u>12,477,782</u>
Excess of Revenues Over (Under)						
Expenses	301,840	(1,111,890)	(1,201,115)	(479,121)	(56,485)	(1,498,389)
Other non-working capital adjustments	334,029					
Working Capital - beginning	6,623,307	7,259,176	7,259,176	6,058,061	5,578,940	5,522,455
<b>Working Capital - ending</b>	<u>\$ 7,259,176</u>	<u>\$ 6,147,286</u>	<u>\$ 6,058,061</u>	<u>\$ 5,578,940</u>	<u>\$ 5,522,455</u>	<u>\$ 4,024,066</u>
<b>Working Capital</b>						
Reserved for capacity improvements	\$ 915,971	\$ 883,271	\$ 883,271	\$ 1,022,271	\$ 1,126,051	\$ 465,531
Unreserved	6,343,205	5,264,015	5,174,790	4,556,669	4,396,404	3,558,535
	<u>\$ 7,259,176</u>	<u>\$ 6,147,286</u>	<u>\$ 6,058,061</u>	<u>\$ 5,578,940</u>	<u>\$ 5,522,455</u>	<u>\$ 4,024,066</u>

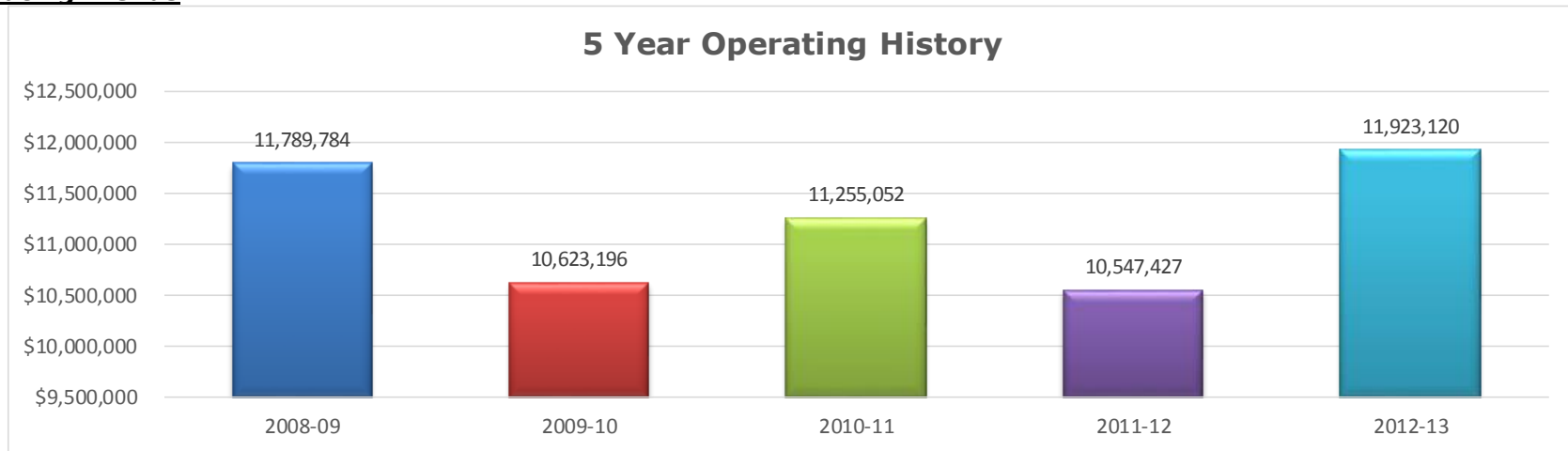


**Summary of Budget Changes**



## Summary of Budget Changes (cont.)

### Operating Trends



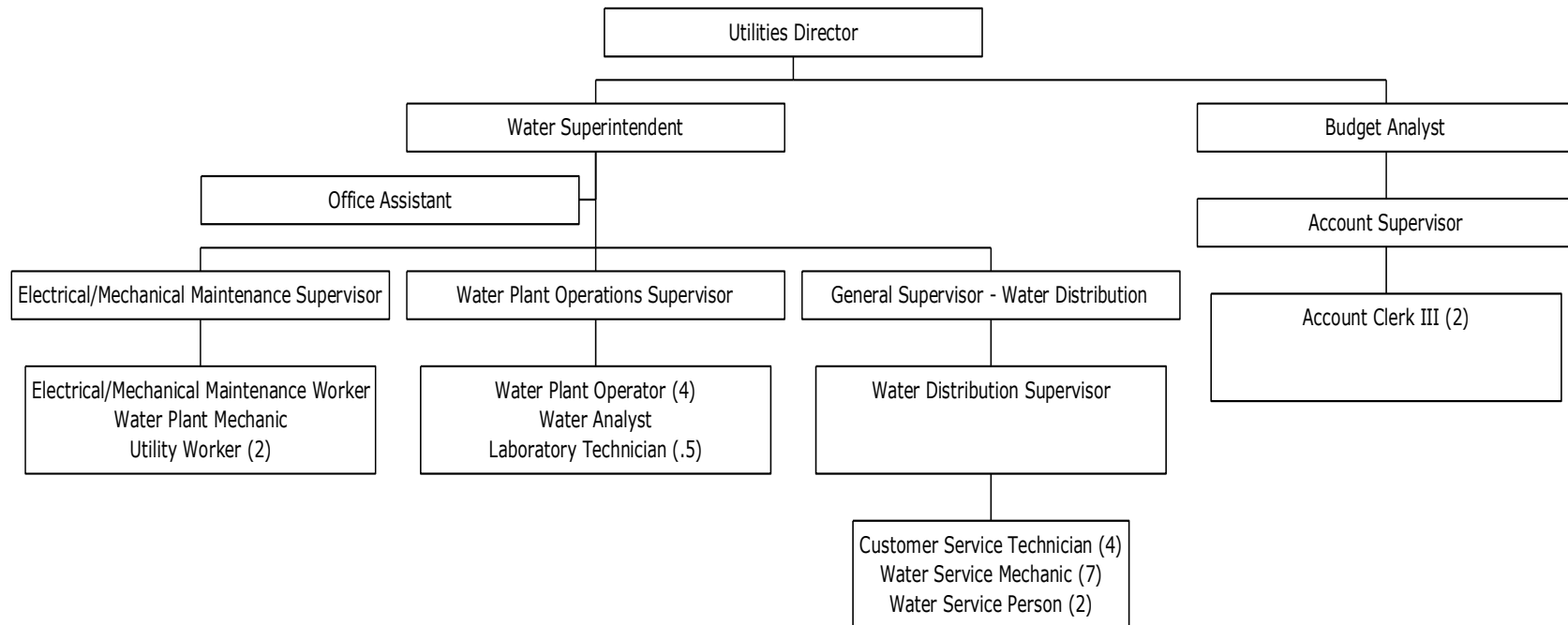
### Significant Notes – 2014-15 Budget Compared to 2013-14 Budget

A multi-year program for inspecting all the concrete water storage structures was added. A study of the HVAC system will be completed that includes an evaluation to determine if heated water from the GTE building can be used to supplement the heating boilers or dehumidifier. Additional funds were added for the electrical system for the raw water re-pumps upgrading to ensure the replacement of the Motor Control Centers for all three pumps are arc flash protected. Also extra funds were added for the replacement of the bulk chemical storage tanks for ferric chloride to replace the level indication systems and the filling panel. A new method for sampling the distribution system for bacteriology was implemented in FY14, in FY15 a new two year program is required to sample the raw water and

distribution system for cryptosporidium, the Long Term 2 Enhanced Surface Water Treatment Rule.

The distribution system has two local street projects planned. The replacement of the water main on Nelson, between Ashman St. and Manor Dr. was originally planned for FY14 but was move to FY15. Another project planned with this one is Manor Dr., between Helen St. and Richard Ct. An expansion of the water system north of US-10 on Waldo Rd. is planned by installing a new water main under US-10 on Waldo Rd. from Wheeler St. to Diamond Dr.

**Organizational Chart**



<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Utilities Director	1	1	1
Budget Analyst	1	1	1
Account Supervisor	0	1	1
Account Clerk III	3	2	2
Water Superintendent	1	1	1
Electrical/Mechanical Maintenance Supervisor	1	1	1
Water Plant Operations Supervisor	1	1	1
General Supervisor - Water Distribution	1	1	1
Water Distribution Supervisor	1	1	1
Customer Service Technician	4	4	4
Electrical/Mechanical Maintenance Worker I	1	1	1
Office Assistant	1	1	1
Utility Worker I	2	2	2
Water Analyst	1	1	1
Water Plant Mechanic	1	1	1
Water Plant Operator	4	4	4
Water Service Mechanic	8	8	7
Water Service Person	1	1	2
<b>Total Full-Time</b>	<b>33</b>	<b>33</b>	<b>33</b>
<u>Regular Part-Time</u>			
Laboratory Technician	1	1	1
<b>Total Regular Part-Time</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Department Total</b>	<b>34</b>	<b>34</b>	<b>34</b>



## **Internal Service Funds**

*for the Fiscal Year Ending June 30, 2015*

**Stores Revolving**

**Information Services**

**Equipment Revolving**

**Municipal Service Center**

**Municipal Service Annex**

**Renewable Energy Services**

**Property and Liability Insurance**

**Health Insurance**

**Special Assessment Revolving**



**Public Services Director .....Karen Murphy**

### **Service Statement**

The Stores Revolving Fund is an internal service fund used to account for revenues and expenses associated with inventory items consumed by various departments and not specific to any

one department. Inventoried items may include signs, signals, street materials, centralized office supplies (letterhead and envelopes) and fuel. Minor sales of salt and fuel to outside agencies is also included.

## Financial Statement

### 631 - Stores Revolving

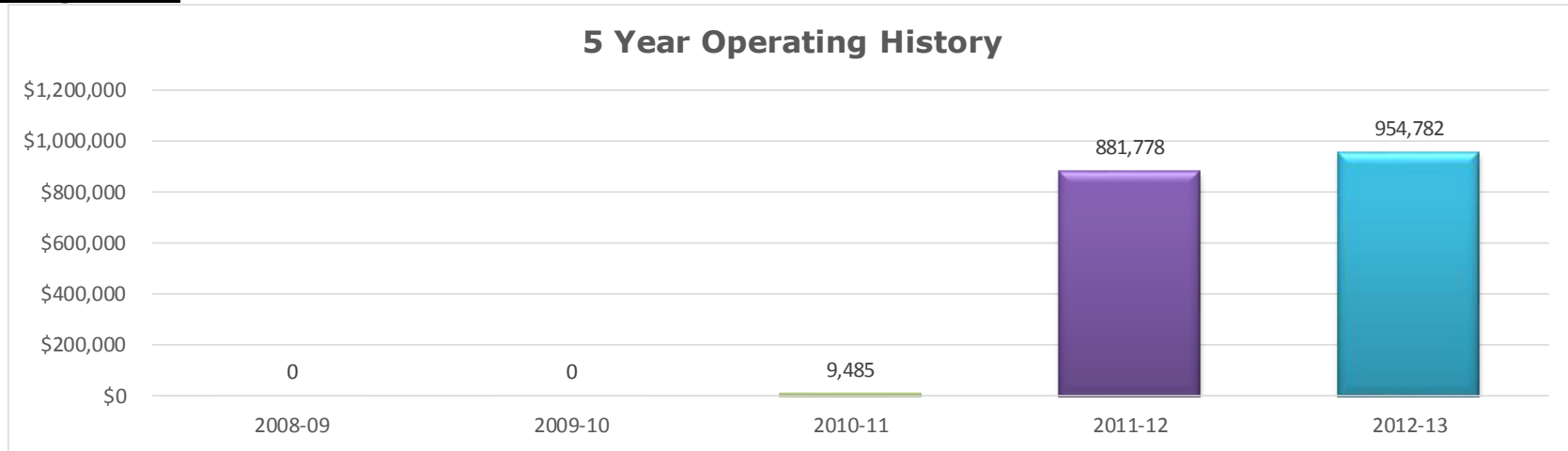
Detail Of Budget Appropriations and Revenues  
Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14 Amended	2013-14 Estimate	2014-15 Adopted	2015-16 Projected	2016-17 Projected
<b>Revenues</b>						
Service and supplies sales	\$ 976,702	\$ 1,041,973	\$ 1,149,000	\$ 1,421,100	\$ 1,421,100	\$ 1,421,100
Non-operating	2,565	2,300	2,300	2,300	2,300	2,300
Transfers in	-	-	72,934	-	-	-
Total revenues	<u>979,267</u>	<u>1,044,273</u>	<u>1,224,234</u>	<u>1,423,400</u>	<u>1,423,400</u>	<u>1,423,400</u>
<b>Expenses</b>						
Supplies	887,906	925,711	1,083,052	1,335,275	1,356,372	1,377,737
Other services and charges	68,771	3,570	3,570	3,620	3,729	3,841
Non-operating	(1,895)	(2,100)	(2,100)	(2,100)	(2,163)	(2,228)
Capital outlay	-	-	-	6,000	-	-
Total expenses	<u>954,782</u>	<u>927,181</u>	<u>1,084,522</u>	<u>1,342,795</u>	<u>1,357,938</u>	<u>1,379,350</u>
Excess of Revenues Over (Under) Expenses	24,485	117,092	139,712	80,605	65,462	44,050
Working Capital - beginning	191,727	216,212	216,212	355,924	436,529	501,991
<b>Working Capital - ending</b>	<u>\$ 216,212</u>	<u>\$ 333,304</u>	<u>\$ 355,924</u>	<u>\$ 436,529</u>	<u>\$ 501,991</u>	<u>\$ 546,041</u>



**Summary of Budget Changes**

**Operating Trends**



The City started utilizing the Stores Revolving Fund during fiscal year 2011. Fiscal Year 2012 was the first year the fund was fully operational.



Assistant City Manager for Financial Services .....	David A. Keenan
Information Services Manager .....	Tadd Underhill

### Service Statement

The Information Services Department supports the computerization needs for all City departments. The result of this computer automation is an improvement in the productivity and accuracy of routine tasks and assistance in controlling and reducing operating costs. Fast availability to tremendous amounts of information stored on City servers is critical to the duties assigned to many employees.

Computer support is provided to personnel in 15 building locations throughout Midland. The City's website is available to all citizens or other interested parties around the world. Information Services staff members are on call around the clock to provide computer access 24 hours a day, every day of the year.

There are five technology platforms that City of Midland personnel rely on for automation and electronic communication. The first platform consists of the file servers that handle financial, utility, parcel and public safety, e-mail, calendar, voicemail, web and other systems. These servers also provide file storage for all employees' word processing documents, spreadsheet files and other documents. The second platform consists of the personal computers that are installed on the desks of many employees. The Microsoft Office suite is installed on every desktop computer to provide convenient access to word processing and spreadsheet applications. Microsoft Exchange/Outlook is used for calendaring and e-mail functions and provides for internal and external communications. The third platform consists of the network infrastructure, which connects all City facilities to centralized server and telephone resources. The fourth platform consists of the Avaya and Asterisk telephone systems installed in most major City facilities. The integrated phone systems provide for consistent features, centralized voicemail, four-digit dialing

between employees and aggregated telephone service. The final platform is the Geographic Information System (GIS). GIS allows information such as floodplain locations, or all commercial zoned properties in the city, to be displayed in an easy-to-read graphical format on a computer.

Approximately 345 computers, scanners and laser printers are covered under a five-year replacement and maintenance plan. The replacement process cycles equipment out of production that has reached the end of its useful life. The new equipment generally performs the required functions faster and allows staff to be more productive. In terms of routine maintenance, equipment repairs are performed as needed, and a number of software applications and processes are routinely handled. First, all computers are updated daily with antivirus definitions. Anti-spyware software has also been deployed. Microsoft operating system and office suite patches are downloaded and automatically installed as needed. Finally, anti-spam software greatly reduces the amount of useless email employees receive.

Information Services personnel allocate considerable resources to maintaining existing equipment, software and infrastructure. The activities involve a number of different tasks such as resolving program bugs, answering user questions about software functionality, software enhancements, hardware maintenance, training, etc. Many of these activities are related to the New World, BS&A, and Firehouse software modules such as Tax Billing, Land Management, General Ledger, etc. Over 20 modules are currently deployed within City departments.

Because of the ever-increasing amount of data that must be protected against loss, Information Services has deployed and maintains a disk-to-disk-to-tape (D2D2T) backup system. This system provides nightly, fast, secure and reliable backups. Backups are stored on high-capacity hard drives on a daily basis and are automatically offloaded to tape once per week.

### Service Statement (cont.)

Disaster recovery testing is regularly performed to ensure that data can be recovered in an emergency.

### Functions

#### Administrative Functions

- Prepares and administers IS budget
- Keeps abreast of technological changes
- Develops short- and long-term plans
- Manages purchases and implementation
- Establishes standards in coordination with City departments
- Recommends and adopts policies
- Maintains software and equipment inventory
- Maintains relationships with City departments
- Coordinates and evaluates staff development and activities
- Develops and implements training programs for City employees

#### Applications Support

- Performs requirements analysis to determine application software needs
- Recommends and implements application software
- Provides initial and ongoing training
- Functions as front line support and acts as the liaison between software vendors and end users to resolve issues
- Implements change requests and enhancements

- Responsible for successful software upgrades
- Custom programming and interfaces
- Maintenance of Intranet and Internet web sites

#### Client Support

- Provides hardware support and maintenance
- Provides desktop software support and maintenance
- Purchases and installs new equipment and software
- Serves as the contact with various vendors

#### Infrastructure Support

- Network administration
- iSeries management
- GIS systems management
- Support of all technology needed to provide data communications
- Responsible for installation, maintenance and upgrade of network and iSeries operating systems and software
- Responsible for communications and network equipment, and iSeries maintenance
- Develops and executes backup procedures
- Maintains e-mail and enterprise fax communication gateways
- Responsible for network, telecommunication, and iSeries security
- Maintenance and support of telecommunication systems

## Financial Statement

### 636 - Information Services Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14 Amended	2013-14 Estimate	2014-15 Adopted	2015-16 Projected	2016-17 Projected
<b>Revenues</b>						
Service charges	\$ 1,338,760	\$ 1,338,000	\$ 1,338,000	\$ 1,338,460	\$ 1,204,614	\$ 1,070,768
Investment earnings	2,429	2,500	2,500	2,500	2,500	2,500
Non-operating	839	500	500	500	500	500
Total revenues	<u>1,342,028</u>	<u>1,341,000</u>	<u>1,341,000</u>	<u>1,341,460</u>	<u>1,207,614</u>	<u>1,073,768</u>
<b>Expenses</b>						
Personal services	648,137	687,793	687,793	710,471	733,180	756,654
Supplies	114,814	129,500	127,497	122,500	100,500	108,500
Other services and charges	340,994	378,790	370,790	378,502	381,217	384,013
Reserve for contingencies	-	25,000	25,000	25,000	25,000	25,000
Non-operating	(470)	-	-	-	-	-
Capital outlay	12,335	115,000	75,000	-	40,000	45,000
Total expenses	<u>1,115,810</u>	<u>1,336,083</u>	<u>1,286,080</u>	<u>1,236,473</u>	<u>1,279,897</u>	<u>1,319,167</u>
Excess of Revenues Over (Under) Expenses	226,218	4,917	54,920	104,987	(72,283)	(245,399)
Other non-working capital adjustments	(9,063)					
Working Capital - beginning	1,711,437	1,928,592	1,928,592	1,983,512	2,088,499	2,016,216
<b>Working Capital - ending</b>	<u>\$ 1,928,592</u>	<u>\$ 1,933,509</u>	<u>\$ 1,983,512</u>	<u>\$ 2,088,499</u>	<u>\$ 2,016,216</u>	<u>\$ 1,770,817</u>

## Summary of Budget Changes

### Operating Trends

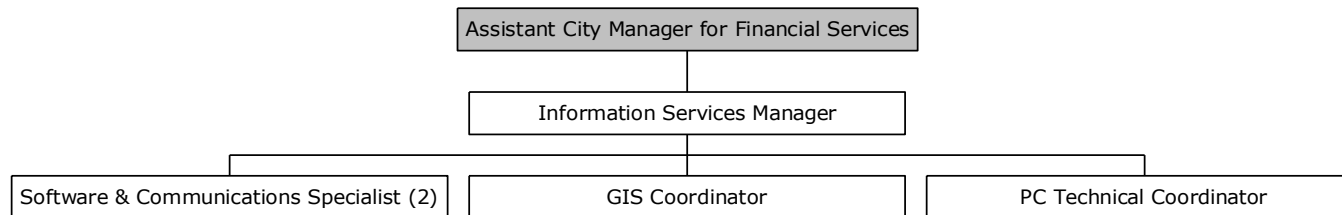


### Significant Notes – 2014-15 Budget Compared to 2013-14 Budget

The 636 Information Services and 638 GIS Funds have been combined for 2013. Over the last few years the GIS expenses have been decreasing due to lower operational costs. Information Services efficiency has also been improved by allowing staff to assist on any technology issue regardless of

fund designation. Because of these factors, the need to maintain an entirely separate fund is obsolete. An increase in the Information Services Fund for 2013 is offset by a corresponding decrease and phase out of the GIS Fund.

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Information Services Manager	1	1	1
Software & Communications Specialist	2	2	2
Geographical Information Services Coord	1	1	1
PC Technical Coordinator	1	1	1
<b>Total Full-Time</b>	<b>5</b>	<b>5</b>	<b>5</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>5</b>	<b>5</b>	<b>5</b>



**Public Services Director .....Karen Murphy**



### Service Statement

The department's scope of services includes: provide vehicle and equipment repair and preventative maintenance services; develop bid specifications and make purchasing recommendations for new vehicles and equipment that meet the operational needs of City departments; provide in-house welding and fabrication services; operate fuel station for diesel and unleaded gasoline; and manage disposal of used equipment via trade-in, auction or the sealed bid process.

### Functions

#### Administrative Services

- Coordinates & monitors daily staff activities
- Coordinates safety and job specific training for staff
- Prepares equipment and vehicle specifications for the bid process
- Evaluates bids received and makes recommendations for purchase in the best interest of the City
- Administers department budget
- Manages computerized fleet management program
- Administers annual blanket purchase orders with over 220 parts suppliers
- Specifies and obtains necessary supplies, equipment and tools
- Maintains two 20,000 gallon fuel tanks and a computerized fuel inventory program to supply unleaded and diesel fuel to all City departments as well as Emergency Medical Services, Senior Services, and the Midland Public Schools
- Coordinates the disposal of used equipment and vehicles through trade-in or on-line auction
- Maintains and updates short- and long-range capital plans for vehicle and equipment replacement annually by

evaluating age, mileage and condition of each unit in the fleet

- Determines maintenance & replacement costs for fleet items, and establishes monthly rental charges accordingly
- Recommends new and improved equipment and vehicles to increase the safety and efficiency of City operations
- Actively participates in Department of Public Services Safety Committee

#### Fleet Maintenance

- Provides equipment and vehicle preventative maintenance and repair services for the City fleet comprised of over 430 vehicles and pieces of equipment used by the Assessing, Building, Clerk, Dial-A-Ride, Engineering, Fire, Housing, Landfill, Library, Parks, Planning, Police, Public Services, Wastewater and Water departments
- Performs in-house welding and fabrication services and offers these services to all City departments
- Fabricates specialty equipment, including custom truck bodies, trailers and leaf collection implements
- Operates two overlapping shifts to provide in-shop and on-site service from 6:30 a.m. – 11:30 p.m. Monday – Thursday, and 6:30 a.m. – 3:00 p.m. Friday with emergency on-call service available at all other times
- Engineers and implements creative solutions to rectify safety concerns raised by the department safety committees relating to vehicle and equipment safety
- Performs in-house diagnostics and repair on diesel and gasoline engines, transmissions and anti-lock brakes using state-of-the-art computerized diagnostic tools
- Conducts monthly building maintenance audit for the Municipal Service Center to check the operation of emergency lighting, fire extinguishers, eye wash stations and chemical showers

## Financial Statement

### 640 - Equipment Revolving Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
Rentals	\$ 3,638,879	\$ 3,633,000	\$ 3,652,988	\$ 3,828,690	\$ 4,082,361	\$ 4,357,523
Service and supplies sales	376,955	342,000	381,800	381,800	381,800	381,800
Investment earnings	2,783	1,500	1,500	1,500	1,500	1,500
Non-operating	(56,314)	157,579	158,660	89,500	89,500	89,500
Total revenues	<u>3,962,303</u>	<u>4,134,079</u>	<u>4,194,948</u>	<u>4,301,490</u>	<u>4,555,161</u>	<u>4,830,323</u>
<b>Expenses</b>						
Personal services	1,302,131	1,488,816	1,355,076	1,517,939	1,567,424	1,619,462
Supplies	561,984	714,892	714,892	715,392	726,123	737,015
Other services and charges	751,966	705,739	695,439	768,268	791,316	815,055
Reserve for contingencies	-	25,000	25,000	25,000	25,000	25,000
Non-operating	(32,438)	-	-	-	-	-
Capital outlay	512,155	2,238,407	2,238,407	1,676,000	1,679,000	1,603,000
Total expenses	<u>3,095,798</u>	<u>5,172,854</u>	<u>5,028,814</u>	<u>4,702,599</u>	<u>4,788,863</u>	<u>4,799,532</u>
Excess of Revenues Over (Under) Expenses	866,505	(1,038,775)	(833,866)	(401,109)	(233,702)	30,791
Other non-working capital adjustments	275,093					
Working Capital - beginning	1,686,791	2,828,389	2,828,389	1,994,523	1,593,414	1,359,712
<b>Working Capital - ending</b>	<u>\$ 2,828,389</u>	<u>\$ 1,789,614</u>	<u>\$ 1,994,523</u>	<u>\$ 1,593,414</u>	<u>\$ 1,359,712</u>	<u>\$ 1,390,503</u>

## Summary of Budget Changes

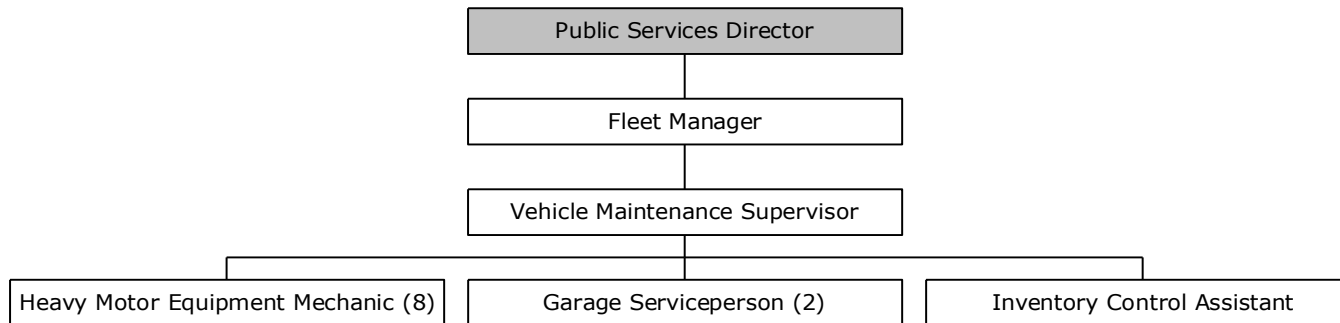
### Operating Trends



### Significant Notes – 2014-15 Budget Compared to 2013-14 Budget

There are no significant changes in the Equipment Revolving Fund for 2014-15.

### Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

## Equipment Revolving

<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Fleet Manager	1	1	1
Vehicle Maintenance Supervisor	1	1	1
Stock Clerk	2	0	0
Inventory Control Assistant	0	1	1
Garage Serviceperson	2	2	2
Heavy Motor Equipment Mechanic	9	8	8
<b>Total Full-Time</b>	<b>15</b>	<b>13</b>	<b>13</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>15</b>	<b>13</b>	<b>13</b>

\* A Heavy Motor Equipment Mechanic was reassigned to the Landfill to maintain equipment and the gas to energy collection system.

A vehicle maintenance supervisor position was vacated via promotion in 2011. This position was replaced with a fleet

manager position at the recommendation of the fleet consultant.



**Public Services Director .....Karen Murphy**

### Service Statement

The scope of services includes: provide custodial services for the main facility; provide for routine building maintenance activities; schedule regular preventative maintenance services for electrical, plumbing, HVAC and mechanical systems; perform monthly building safety audits; implement building modifications as feasible to better meet the needs of on-site departments.

### Functions

#### Administrative Services

- Administers department budget
- Coordinates building repairs using available garage and public services staff
- Rents facility space at the Municipal Service Center to Signs/Signals, Water Distribution, Public Works, Parks/Recreation, Equipment Revolving Fund, and Dial-A-Ride

- Analyzes building needs and implements changes to building design/layout to better meet the needs of departments housed within
- Develops long-range capital plans for all the major systems to ensure adequate funding is allocated for future maintenance or replacement

#### Building Maintenance

- Provides contracted custodial services for the Municipal Service Center facility
- Develops and follows through with service procedures for the building
- Schedules routine maintenance on the mechanical, electrical, HVAC and plumbing systems within the facility
- Conducts monthly building audit to ensure proper operation of emergency lighting, fire extinguishers, eye wash stations and chemical showers
- Conducts annual building safety audits in conjunction with City's liability insurance provider

## Financial Statement

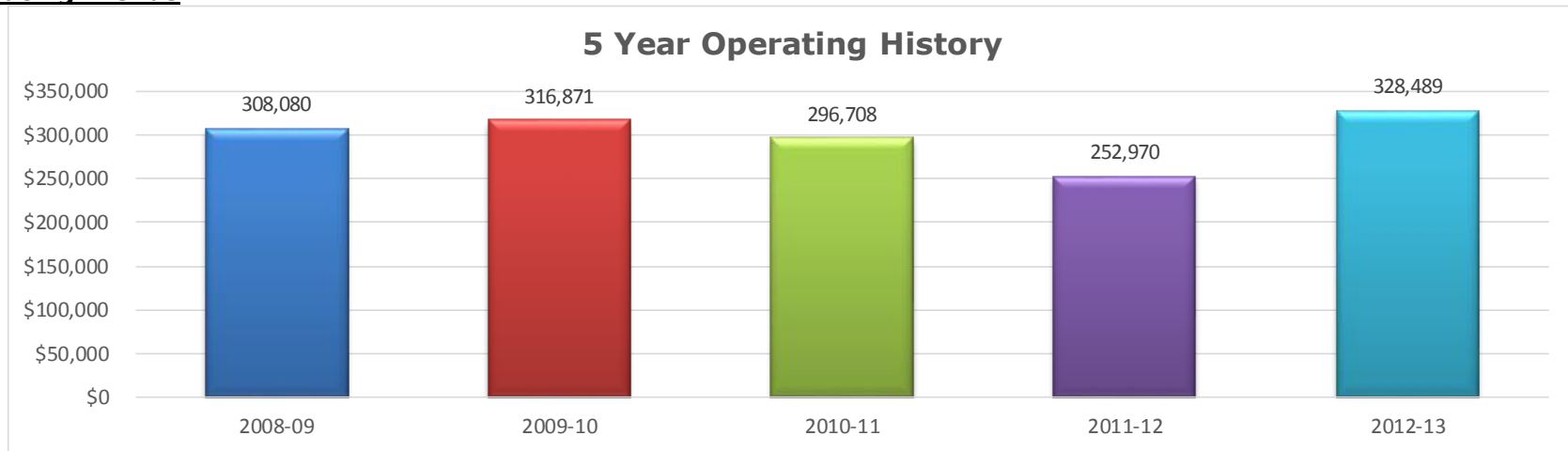
### 641 - Municipal Service Center Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
Building rentals	\$ 335,196	\$ 351,957	\$ 351,957	\$ 362,516	\$ 373,391	\$ 384,267
Investment earnings	1,219	1,000	1,000	1,000	1,000	1,000
Non-operating	282	530,000	530,564	564	564	564
Transfers in	-	200,000	200,000	-	-	-
Total revenues	<u>336,697</u>	<u>1,082,957</u>	<u>1,083,521</u>	<u>364,080</u>	<u>374,955</u>	<u>385,831</u>
<b>Expenses</b>						
Personal services	61,924	39,333	30,000	16,191	16,719	17,263
Supplies	7,701	7,053	8,129	11,005	11,178	11,355
Other services and charges	185,347	213,884	242,860	259,346	267,258	275,127
Reserve for contingencies	-	10,000	10,000	10,000	10,000	10,000
Non-operating	4,867	-	-	-	-	-
Capital projects	-	5,075	5,075	-	-	-
Capital outlay	68,650	866,608	866,399	200,000	55,000	15,000
Transfers out	-	-	72,934	-	-	-
Total expenses	<u>328,489</u>	<u>1,141,953</u>	<u>1,235,397</u>	<u>496,542</u>	<u>360,155</u>	<u>328,745</u>
Excess of Revenues Over (Under)						
Expenses	8,208	(58,996)	(151,876)	(132,462)	14,800	57,086
Other non-working capital adjustments	(1,194)					
Working Capital - beginning	934,673	941,687	941,687	789,811	657,349	672,149
<b>Working Capital - ending</b>	<u>\$ 941,687</u>	<u>\$ 882,691</u>	<u>\$ 789,811</u>	<u>\$ 657,349</u>	<u>\$ 672,149</u>	<u>\$ 729,235</u>



## Summary of Budget Changes

### Operating Trends

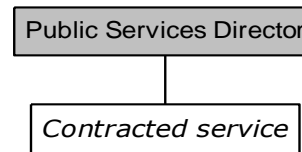


### Significant Notes – 2014-15 Budget Compared to 2013-14 Budget

There are no significant changes in the 2014-15 budget for the Service Center. Staff continues to evaluate building operations and long-range capital replacement schedules to identify

potential efficiencies related to energy conservation and reduction in maintenance costs.

## Organizational Chart



Shaded boxes indicate a reporting structure to a department head that is funded outside of this budget.

<b>Staff Summary</b>	<b>Approved 2012-13</b>	<b>Approved 2013-14</b>	<b>Adopted 2014-15</b>
<u>Full-Time</u>			
Custodian	1	1	0
<b>Total Full-Time</b>	<b>1</b>	<b>1</b>	<b>0</b>
<u>Regular Part-Time</u>			
None	0	0	0
<b>Total Regular Part-Time</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>	<b>1</b>	<b>1</b>	<b>0</b>



**Public Services Director .....Karen Murphy**

### Service Statement

To support increasing activities in and around the downtown area, the City of Midland acquired 7.97 acres of land and a 10,000-square-foot storage building from 4D Old Castle Inc. at their industrial site on River Road in 2008. The land and storage building are shared by the Parks, Planning, Utilities and Engineering departments. These departments store items at the facility, including the portable stage, community event fencing, mowers, housing rehabilitation materials, traffic signs and large sections of water main pipe. In addition to increasing materials

storage capacity, the building provides the opportunity to place manpower and resources in close proximity to the downtown area to assist with horticulture functions and ball field maintenance.

In addition to the General Fund and Water Fund's contributions, the acquisition of the property was made possible by the generous participation of the Herbert H. and Grace A. Dow, Rollin M. Gerstacker, and Charles J. Strosacker foundations.

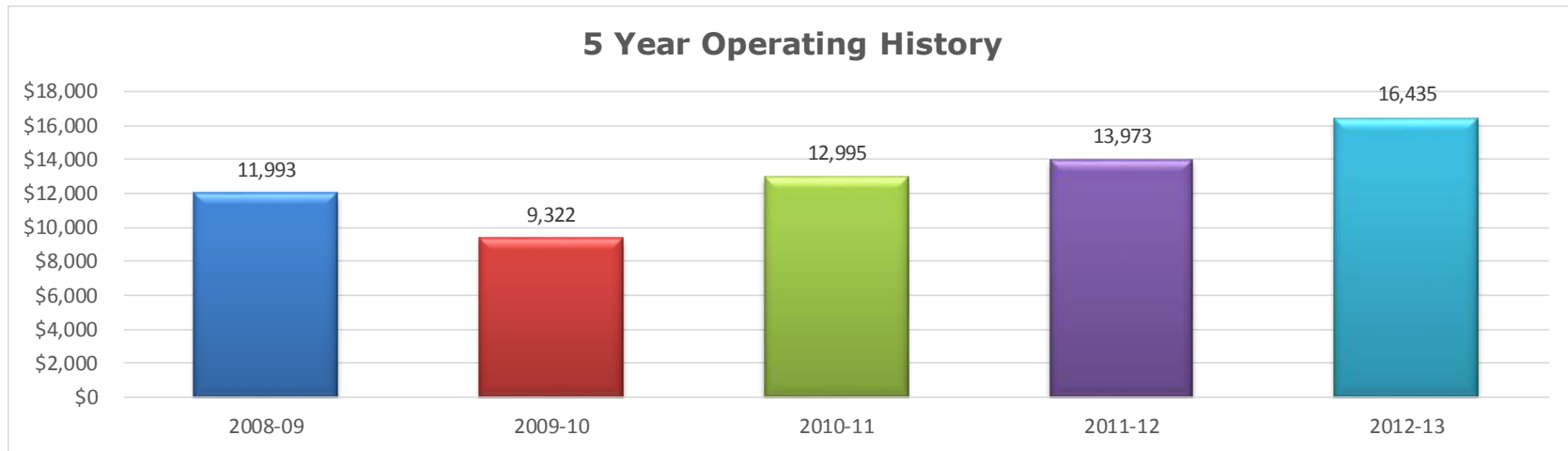
## Financial Statement

### 642 - Municipal Service Annex Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
Rentals	\$ 23,744	\$ 23,744	\$ 23,744	\$ 34,744	\$ 35,100	\$ 35,700
Investment earnings	65	50	50	50	50	50
Total revenues	<u>23,809</u>	<u>23,794</u>	<u>23,794</u>	<u>34,794</u>	<u>35,150</u>	<u>35,750</u>
<b>Expenses</b>						
Personal services	993	-	-	-	-	-
Other services and charges	15,442	17,269	21,018	17,618	18,147	18,692
Reserve for contingencies	-	5,000	5,000	5,000	5,000	5,000
Capital outlay	-	-	-	44,000	4,000	4,000
Total expenses	<u>16,435</u>	<u>22,269</u>	<u>26,018</u>	<u>66,618</u>	<u>27,147</u>	<u>27,692</u>
Excess of Revenues Over (Under)						
Expenses	7,374	1,525	(2,224)	(31,824)	8,003	8,058
Working Capital - beginning	46,650	54,024	54,024	51,800	19,976	27,979
<b>Working Capital - ending</b>	<u>\$ 54,024</u>	<u>\$ 55,549</u>	<u>\$ 51,800</u>	<u>\$ 19,976</u>	<u>\$ 27,979</u>	<u>\$ 36,037</u>

## Summary of Budget Changes

### Operating Trends



### **Significant Notes – 2014-15 Budget Compared to 2013-14 Budget**

There are no significant changes for 2014-15 for the Municipal Service Annex.



Utilities Director.....Noel Bush  
Wastewater Superintendant.....Kevin Babinski

### Service Statement

The City of Midland owns and operates a MDEQ-licensed solid waste disposal facility located at 4311 E. Ashman Street, Midland, Michigan. The Landfill provides an environmentally responsible and regulatory-compliant waste disposal site for Midland County residents and businesses. The Landfill site consists of approximately 329 acres.

As part of the natural decomposition process, the solid waste within the landfill generates landfill gas, a combination of methane, carbon dioxide and a small concentration of other chemical compounds. The methane content of the gas will be harnessed and used as a fuel for creating electricity.

A gas pipeline system is located in road right-of-ways, and easements along public roads and residential driveways, and is used for the conveyance of the methane gas from the CML to the Landfill gas to energy facility located at the City of Midland's Wastewater Treatment Plant (WWTP).

The Gas-To-Energy (GTE) facility houses two Caterpillar 3520 engine/generators capable of producing 1600 kilowatts of electricity each. This City has a long-range agreement with the Dow Chemical Company to sell all the energy the GTE facility produces.

A heat recovery system is used to supplement the heating requirement at the WWTP, reducing the need to purchase natural gas from an outside source.

### Functions

#### Gas-To-Energy Facility Maintenance

- Maintain the facility
- Maintenance includes (2) 1.6 mega watt generators, high voltage electrical gear, heat recovery system and building
- Maintain SCADA system
- 24 hour protection

#### Gas Pipeline Maintenance

- Maintain and inspect pipeline
- Inspect and remove condensate from manholes

#### Gas Compressor Facility Maintenance

- Maintain equipment and facility
- Maintenance includes (2) 200 hp gas compressors
- Maintain gas conditioning equipment
- 24 hour operation

#### Gas Collection and Control System and Flare Maintenance

- Monitor collection wells for methane extraction
- Maintain flare unit

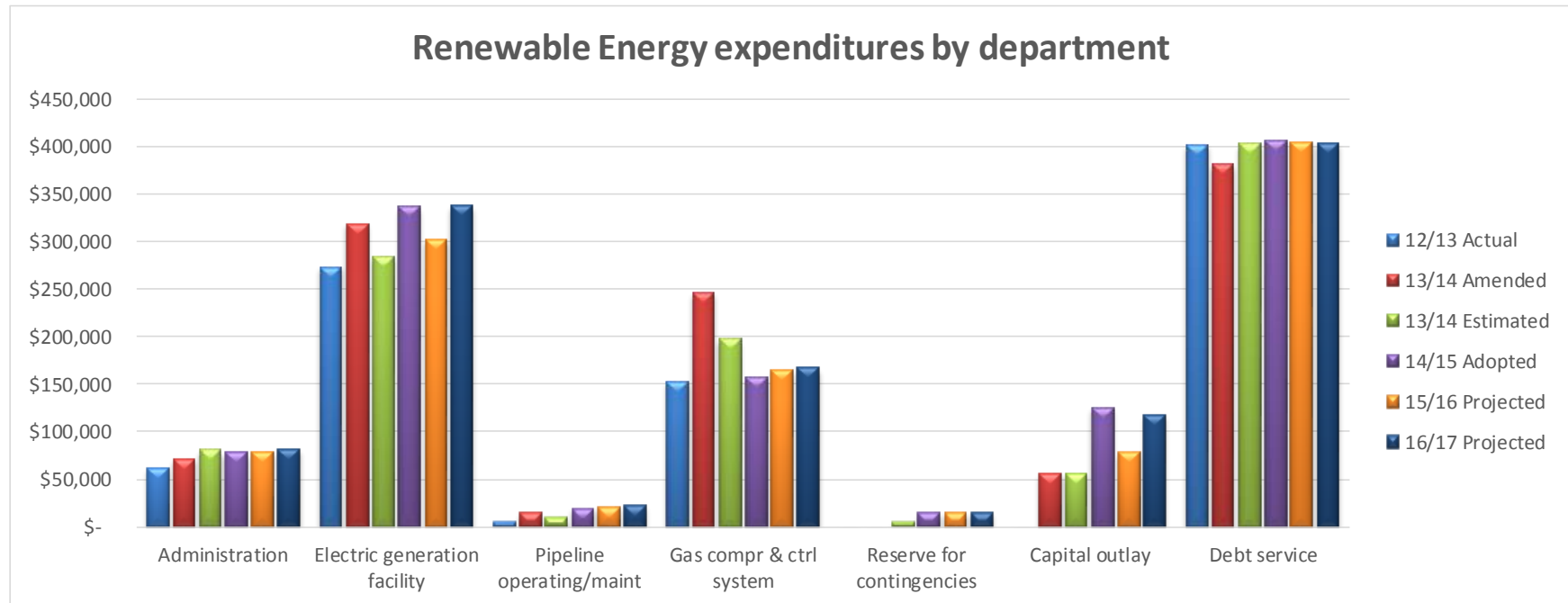


## Financial Statement

### 645 - Renewable Energy Services Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
Electricity sales	\$ 986,863	\$ 1,061,890	\$ 1,028,863	\$ 1,051,000	\$ 1,086,000	\$ 1,121,000
Investment earnings	296	500	500	450	450	450
Transfers in	132,000	125,000	125,000	100,000	65,000	40,000
Total revenues	<u>1,119,159</u>	<u>1,187,390</u>	<u>1,154,363</u>	<u>1,151,450</u>	<u>1,151,450</u>	<u>1,161,450</u>
<b>Expenses</b>						
Personal services	128,501	264,719	177,040	165,109	165,218	169,043
Supplies	110,323	109,000	113,990	129,550	100,750	130,990
Other services and charges	254,395	277,552	279,890	295,801	300,659	308,434
Debt Service	402,383	382,015	402,973	406,724	405,286	403,724
Reserve for contingencies	-	-	5,000	15,000	15,000	15,000
Capital projects	-	20,600	20,000	25,000	-	-
Capital outlay	-	35,100	35,635	100,000	77,500	117,500
Total expenses	<u>895,602</u>	<u>1,088,986</u>	<u>1,034,528</u>	<u>1,137,184</u>	<u>1,064,413</u>	<u>1,144,691</u>
Excess of Revenues Over (Under) Expenses	223,557	98,404	119,835	14,266	87,037	16,759
Other non-working capital adjustments	(5,104)					
Working Capital - beginning	116,331	334,784	334,784	454,619	468,885	555,922
<b>Working Capital - ending</b>	<u>\$ 334,784</u>	<u>\$ 433,188</u>	<u>\$ 454,619</u>	<u>\$ 468,885</u>	<u>\$ 555,922</u>	<u>\$ 572,681</u>

## Summary of Budget Changes



## Summary of Budget Changes (cont.)

### Operating Trends



Renewable Energy started in fiscal year 2010 and 2011 with major construction. It began regular operations in fiscal year 2012.



**Assistant City Manager for Financial Services ..... David A. Keenan**

### Service Statement

The Property and Liability Insurance Fund is an internal service fund used to account for costs associated with providing forms of property and liability insurance to the City. The primary

source of expenditures to the fund is insurance premiums and claims which fall within the policy deductibles. Its primary source of revenue is cost reimbursements from the other funds within the City.

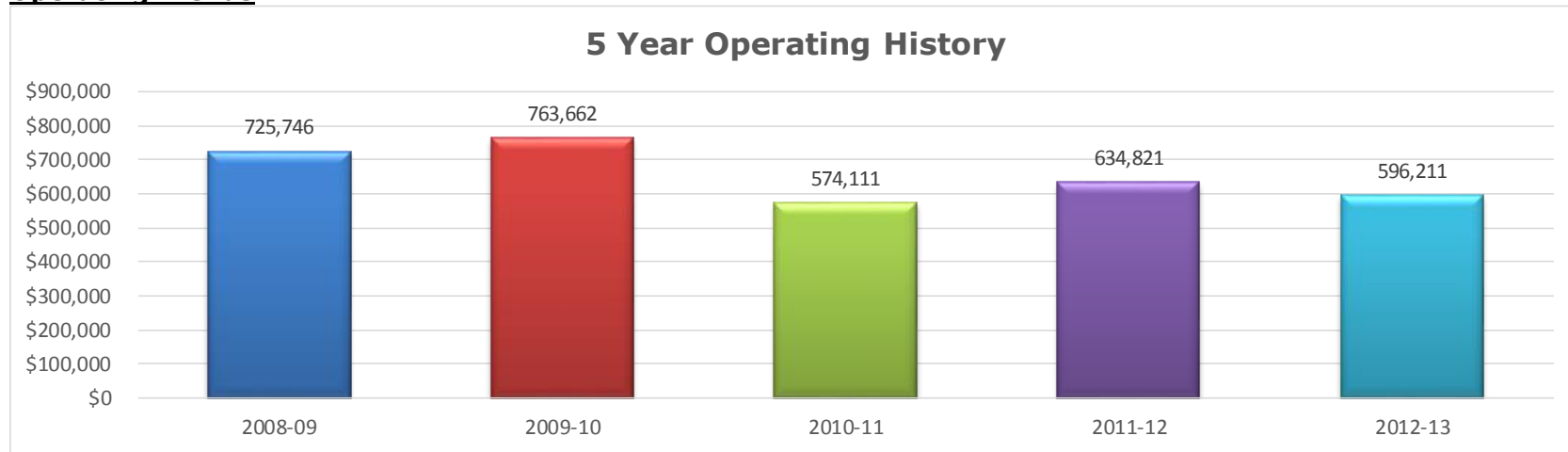
## Financial Statement

### 675 - Property and Liability Insurance Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
Service charges	\$ 541,834	\$ 530,100	\$ 528,547	\$ 518,686	\$ 544,620	\$ 571,851
Other	49,662	25,000	1,189,600	25,000	25,000	25,000
Non-operating	82,245	66,000	67,400	66,000	66,000	66,000
Total revenues	<u>673,741</u>	<u>621,100</u>	<u>1,785,547</u>	<u>609,686</u>	<u>635,620</u>	<u>662,851</u>
<b>Expenses</b>						
Other services and charges	596,211	777,769	1,827,500	763,825	791,266	820,080
Total expenses	<u>596,211</u>	<u>777,769</u>	<u>1,827,500</u>	<u>763,825</u>	<u>791,266</u>	<u>820,080</u>
Excess of Revenues Over (Under) Expenses	77,530	(156,669)	(41,953)	(154,139)	(155,646)	(157,229)
Working Capital - beginning	1,344,721	1,422,251	1,422,251	1,380,298	1,226,159	1,070,513
<b>Working Capital - ending</b>	<u>\$ 1,422,251</u>	<u>\$ 1,265,582</u>	<u>\$ 1,380,298</u>	<u>\$ 1,226,159</u>	<u>\$ 1,070,513</u>	<u>\$ 913,284</u>

### Summary of Budget Changes

#### Operating Trends





**Assistant City Manager for Financial Services ..... David A. Keenan**



### **Service Statement**

The Health Insurance Fund is an internal service fund used to account for revenues and expenses associated with providing health insurance coverage to the City's active and retired employees and dependents. Its primary source of revenue is

cost reimbursements from the other funds within the City, as well as employee premium sharing. Its expenses consist of actual claims, insurance premiums, and administrative costs paid to Blue Cross Blue Shield of Michigan, and prefunding contributions toward postemployment healthcare benefits.

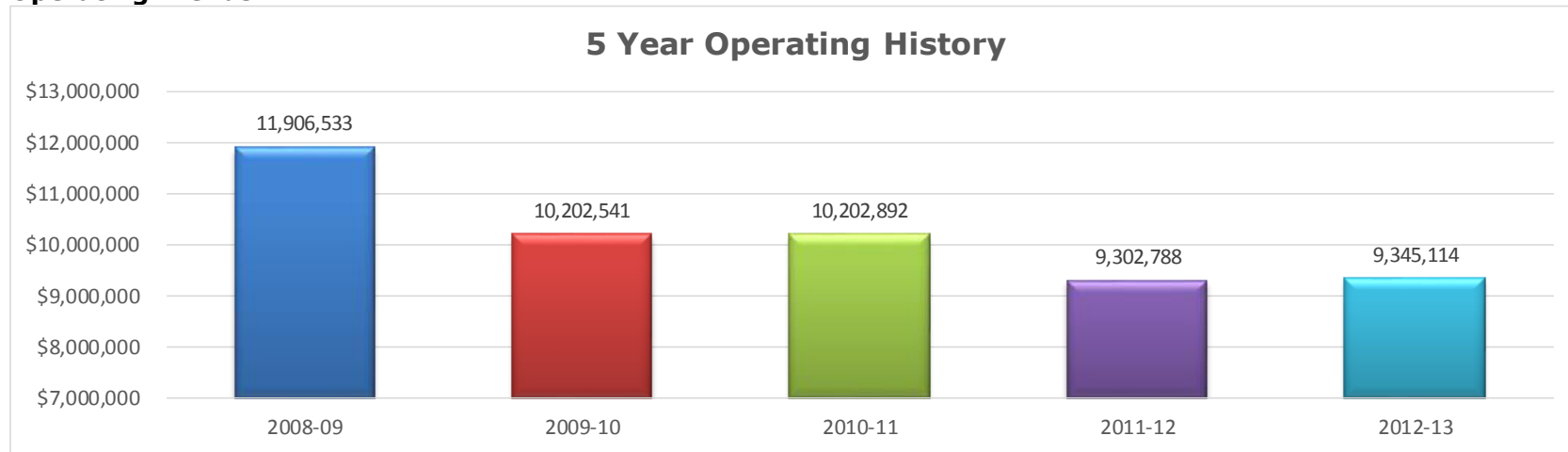
## Financial Statement

### 680 - Health Insurance Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
Contributions	\$ 8,544,615	\$ 8,642,050	\$ 8,296,400	\$ 8,616,400	\$ 9,047,220	\$ 9,499,582
Other	247,626	190,000	202,000	202,000	202,500	203,025
Investment earnings	8,026	8,000	8,000	8,000	8,400	8,820
Non-operating	194,729	194,000	184,000	184,000	184,000	184,000
Total revenues	<u>8,994,996</u>	<u>9,034,050</u>	<u>8,690,400</u>	<u>9,010,400</u>	<u>9,442,120</u>	<u>9,895,427</u>
<b>Expenses</b>						
Personal services	9,257,360	8,828,000	8,919,621	9,278,085	9,741,989	10,229,088
Other services and charges	87,754	61,200	69,200	61,200	61,200	61,200
Total expenses	<u>9,345,114</u>	<u>8,889,200</u>	<u>8,988,821</u>	<u>9,339,285</u>	<u>9,803,189</u>	<u>10,290,288</u>
Excess of Revenues Over (Under)						
Expenses	(350,118)	144,850	(298,421)	(328,885)	(361,069)	(394,861)
Working Capital - beginning	5,305,085	4,954,967	4,954,967	4,656,546	4,327,661	3,966,592
<b>Working Capital - ending</b>	<u>\$ 4,954,967</u>	<u>\$ 5,099,817</u>	<u>\$ 4,656,546</u>	<u>\$ 4,327,661</u>	<u>\$ 3,966,592</u>	<u>\$ 3,571,731</u>

## Summary of Budget Changes

### Operating Trends





**Assistant City Manager for Financial Services ..... David A. Keenan**

### **Service Statement**

The Special Assessment Revolving Loan Fund provides interim financing for those construction costs borne to property owners participating in the City's sidewalk, water, sewer, and street paving special assessment projects. Property owners, who

elect to utilize the special assessment process to finance their portion of the project, rather than prefunding their portion of the project costs through some other means, repay the fund, plus interest, via an annual charge placed on their summer property tax bill.

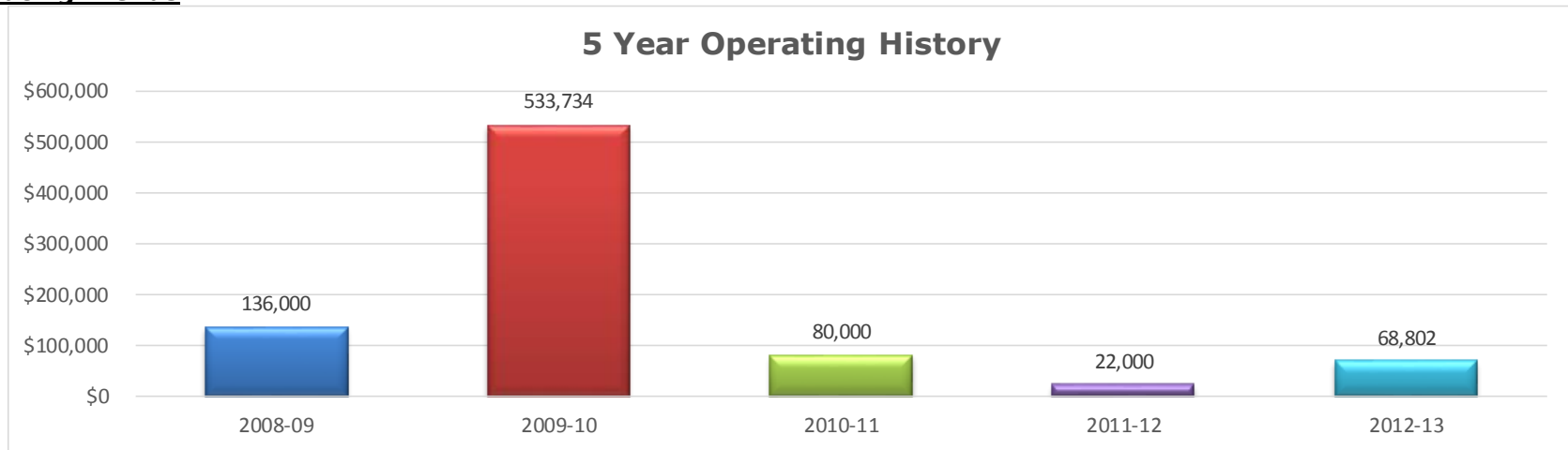
## Financial Statement

### 688 - Special Assessment Revolving Detail Of Budget Appropriations and Revenues Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted	2015-16 Projected	2016-17 Projected
		Amended	Estimate			
<b>Revenues</b>						
Contributions	\$ 66,789	\$ -	\$ -	\$ 660,000	\$ -	\$ -
Investment earnings	19,023	19,000	18,000	16,000	16,000	16,000
Total operating revenues	85,812	19,000	18,000	676,000	16,000	16,000
<b>Expenses</b>						
Transfers out	68,802	18,000	18,000	676,000	16,000	16,000
Total expenses	68,802	18,000	18,000	676,000	16,000	16,000
Excess of Revenues Over(Under) Expenses	17,010	1,000	-	-	-	-
Other non-working capital adjustments	17,872					
Working Capital - beginning	1,921,825	1,956,707	1,956,707	1,956,707	1,956,707	1,956,707
<b>Working Capital - ending</b>	<u>\$ 1,956,707</u>	<u>\$ 1,957,707</u>	<u>\$ 1,956,707</u>	<u>\$ 1,956,707</u>	<u>\$ 1,956,707</u>	<u>\$ 1,956,707</u>

### Summary of Budget Changes

#### Operating Trends





## **Trends and Summaries**

*for the Fiscal Year Ending June 30, 2015*

**Net Cost of Certain Departments**

**General Fund Revenue and Expenditures by Function**

**Capital Purchases and Projects**

**Authorized Employees by Fiscal Year**

**Comparative & Combined Tax Rates per \$1,000 of Taxable Value**

**Schedule of Taxable Values**

**2014 Ten Largest Taxpayers**

**Constitutional Tax Limitation**



## Net Cost of Certain Departments

101 - General Fund  
Net Cost of Certain Departments  
Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14		2014-15 Adopted
		Amended	Estimate	
<b>Building Inspection</b>				
Licenses and permits	\$ 461,795	\$ 330,300	\$ 409,315	\$ 390,200
Expenditures				
Personal services	641,176	725,746	678,605	720,157
Supplies	11,866	15,550	11,100	9,300
Other charges	29,143	33,881	25,381	27,335
Total expenditures	682,185	775,177	715,086	756,792
Net cost of department	\$ 220,390	\$ 444,877	\$ 305,771	\$ 366,592
<b>Cemetery</b>				
Charges for services	\$ 113,704	\$ 90,000	\$ 90,000	\$ 90,000
Expenditures				
Personal services	229,222	275,521	246,363	210,599
Supplies	27,833	24,539	28,711	24,424
Other charges	55,155	56,333	52,894	58,829
Capital outlay	7,200	22,757	22,757	8,800
Total expenditures	319,410	379,150	350,725	302,652
Net cost of department	\$ 205,706	\$ 289,150	\$ 260,725	\$ 212,652
<b>Plymouth Pool</b>				
Use and admission fees	\$ 97,415	\$ 76,000	\$ 76,000	\$ 76,000
Expenditures				
Personal services	68,051	73,784	73,784	68,541
Supplies	24,960	29,360	29,360	28,930
Other charges	47,638	53,707	59,817	53,441
Capital outlay	-	-	-	6,000
Total expenditures	140,649	156,851	162,961	156,912
Net cost of department	\$ 43,234	\$ 80,851	\$ 86,961	\$ 80,912

## Net Cost of Certain Departments

101 - General Fund  
Net Cost of Certain Departments  
Fiscal Year Ending June 30, 2015

	2012-13 Actual	2013-14 Amended	2013-14 Estimate	2014-15 Adopted
<b>Other Recreation Programs</b>				
Use and admission fees	\$ 184,979	\$ 166,850	\$ 192,137	\$ 161,110
Expenditures				
Personal services	455,844	446,080	389,247	334,192
Supplies	37,090	39,500	41,200	44,500
Other charges	88,970	127,781	132,729	145,692
Capital outlay	9,795	55,500	55,500	-
Capital projects	13,248	239,630	239,400	-
Total expenditures	604,947	908,491	858,076	524,384
Net cost of department	\$ 419,968	\$ 741,641	\$ 665,939	\$ 363,274
(Includes: Recreation, Summer Programs, and Winter Programs)				
<b>Airport</b>				
Airport revenue	\$ 258,775	\$ 282,500	\$ 281,894	\$ 278,750
Expenditures				
Personal services	7,447	12,393	13,504	15,835
Supplies	5,613	8,900	10,250	10,900
Other charges	349,025	353,759	360,004	356,763
Capital outlay	9,893	23,868	23,868	23,000
Total expenditures	371,978	398,920	407,626	406,498
Net cost of department	\$ 113,203	\$ 116,420	\$ 125,732	\$ 127,748

# General Fund Revenue and Expenditures by Function

## 101 - General Fund Revenue and Expenditures by Function Fiscal Year Ending June 30, 2015

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
<b>Revenues</b>										
Property taxes	\$ 31,234,500	\$ 24,018,429	\$ 23,893,233	\$ 31,421,804	\$ 29,139,238	\$ 25,755,270	\$ 28,649,124	\$ 28,271,231	\$ 30,502,306	\$ 30,558,999
Licenses and permits	479,135	453,306	475,752	435,488	534,831	510,956	404,246	645,526	505,260	494,375
Intergovernmental	3,770,404	3,725,852	3,816,536	3,586,114	3,536,463	3,448,716	3,077,230	3,152,608	3,255,907	3,347,781
Charges for services	1,557,862	1,564,170	1,629,310	1,734,615	1,797,214	2,181,112	2,375,724	2,297,249	2,261,038	2,083,906
Use and admission fees	769,802	793,646	179,854	190,969	179,457	203,733	202,759	256,398	266,000	282,394
Investment earnings	833,946	1,172,730	2,192,801	2,687,964	1,682,234	420,150	76,633	49,917	32,874	27,888
Other revenue	949,326	892,755	791,976	935,303	1,254,106	1,069,393	1,336,307	1,750,345	1,496,845	1,414,479
Interfund transfers	241,266	23,738	214,364	22,757	54,414	80,183	121,268	185,025	86,919	56,560
Bond issue proceeds	-	-	-	-	-	17,677,757	-	-	-	-
From (To) fund balance	(3,023,559)	7,121,519	2,852,678	4,155,462	8,680,887	18,426,587	(647,558)	97,560	(1,448,573)	(245,841)
	<u>\$ 36,812,682</u>	<u>\$ 39,766,145</u>	<u>\$ 36,046,504</u>	<u>\$ 45,170,476</u>	<u>\$ 46,858,844</u>	<u>\$ 69,773,857</u>	<u>\$ 35,595,733</u>	<u>\$ 36,705,859</u>	<u>\$ 36,958,576</u>	<u>\$ 38,020,541</u>
<b>Expenditures</b>										
General government	\$ 4,269,394	\$ 4,260,636	\$ 4,418,846	\$ 4,435,793	\$ 4,705,551	\$ 5,972,261	\$ 5,655,347	\$ 5,543,351	\$ 5,601,123	\$ 5,529,124
Public safety	9,534,824	10,904,984	11,725,041	12,234,339	12,713,443	14,825,441	14,938,780	15,811,053	15,179,154	15,795,478
Public works	2,023,356	2,026,257	1,943,460	2,044,430	2,278,585	2,601,674	3,073,061	2,826,649	2,712,558	3,086,918
Sanitation	2,094,872	2,094,429	2,346,672	2,209,944	2,338,538	2,500,680	2,480,790	2,491,424	2,542,658	2,450,292
Parks and recreation	3,595,215	3,819,888	3,410,226	3,491,779	3,564,528	4,213,868	4,073,650	4,323,504	5,000,104	4,909,958
Other functions	8,591,041	10,761,891	6,623,782	15,279,550	18,683,116	35,537,451	984,132	1,109,476	1,649,789	1,421,656
Capital projects	611,417	709,325	1,198,010	355,488	307,299	137,206	507,130	960,244	281,166	162,313
Interfund transfers	6,092,563	5,188,735	4,380,467	5,119,153	2,267,784	3,985,276	3,882,843	3,640,158	3,992,024	4,664,802
	<u>\$ 36,812,682</u>	<u>\$ 39,766,145</u>	<u>\$ 36,046,504</u>	<u>\$ 45,170,476</u>	<u>\$ 46,858,844</u>	<u>\$ 69,773,857</u>	<u>\$ 35,595,733</u>	<u>\$ 36,705,859</u>	<u>\$ 36,958,576</u>	<u>\$ 38,020,541</u>

## Capital Purchases & Projects

CAPITAL PURCHASES & PROJECTS		2014-15 Adopted
<b>GENERAL FUND</b>		
<b>GENERAL GOVERNMENT</b>		
<b>City Hall</b>		
City Hall long term capital maintenance	\$	60,000
<b>TOTAL GENERAL GOVERNMENT</b>	<b>\$</b>	<b>60,000</b>
<b>PUBLIC SAFETY</b>		
<b>Police</b>		
<i>Patrol Bureau</i>		
Vehicle - Detective Bureau	\$	22,000
<b>Fire</b>		
<i>Fire Fighting</i>		
Security card reader system - all stations	\$	15,000
Parking lot replacement - Station 1		80,000
Upgrade rescue truck		75,000
<b>TOTAL PUBLIC SAFETY</b>	<b>\$</b>	<b>192,000</b>
<b>PUBLIC WORKS</b>		
<b>Engineering</b>		
Portable message board	\$	15,000
<b>Traffic Services</b>		
Mobile thermal paint rig	\$	32,000
<b>TOTAL PUBLIC WORKS</b>	<b>\$</b>	<b>47,000</b>
<b>PARKS AND RECREATION</b>		
<b>Parks</b>		
Chippewassee Park asphalt path - Multi-year	\$	20,000
Dog Park parking lot - Multi-year		15,000
Emerson Park river front project - grant matching funds		25,000
Plymouth Park - north parking lot paving - Multi-year		15,000
Stratford Woods trail system - Multi-year		20,000

## Capital Purchases & Projects

CAPITAL PURCHASES & PROJECTS		2014-15 Adopted
<b>PARKS AND RECREATION (cont.)</b>		
<b>Recreation</b>		
Plymouth Pool lane lines	\$	6,000
<b>Cemetery</b>		
Irrigation system - Orchard Road frontage	\$	8,800
<b>TOTAL PARKS AND RECREATION</b>	<b>\$</b>	<b>109,800</b>
<b>OTHER</b>		
<b>Barstow Airport</b>		
Hangar maintenance	\$	5,000
Terminal apron reconstruction		8,000
Tree clearing		10,000
<b>TOTAL OTHER</b>	<b>\$</b>	<b>23,000</b>
<b>CAPITAL PROJECTS</b>		
Engineering deposits	\$	75,000
Sidewalk startup for 2014-15		10,000
Way-finding sign maintenance		15,000
<b>TOTAL CAPITAL PROJECTS</b>	<b>\$</b>	<b>100,000</b>
<b>TOTAL GENERAL FUND</b>	<b>\$</b>	<b>531,800</b>
<b>MAJOR STREET FUND</b>		
Airport Road: Perrine to Bridge	\$	230,000
Contributed capital projects		50,000
Ditch cleaning		50,000
Ellsworth Street: Ashman to George		930,000
James Savage Road: Saginaw to Washington		82,500
Joe Mann @ Home Depot Drive - traffic signal		45,000
Non-Motorized improvements		25,000

## Capital Purchases & Projects

### CAPITAL PURCHASES & PROJECTS

	2014-15 Adopted
<b>MAJOR STREET FUND (cont.)</b>	
Preliminary engineering	\$ 40,000
Saginaw @ Eastlawn - traffic signals	75,000
Saginaw Road: Tucker to Eastman	600,000
Traffic sign upgrade	30,000
Traffic signal upgrade	35,000
Waldo Avenue: Wheeler to north of Diamond	592,000
	<u>\$ 2,784,500</u>
<b>LOCAL STREET FUND</b>	
Contributed capital projects	\$ 50,000
Curb replacement & crack sealing	200,000
Currie Parkway Bridge	100,000
Moorland Drive: Woodbridge to end	300,000
Perrine Road: east Letts to west Letts	165,000
Shephard Drive: Eastman to 300' west	68,000
St. Marys Drive: Valorie to Drake	260,000
Surface treatment & crack sealing	300,000
Valorie Lane: St. Marys to Drake	200,000
	<u>\$ 1,643,000</u>
<b>STORM WATER UTILITY FUND</b>	
Camera trailer	\$ 10,000
Catch basin lead replacements	20,000
Culvert replacements	60,000
Dublin ditch enclosure - Multi-year	60,000
Outfall & open ditch rehab	50,000
	<u>\$ 200,000</u>
<b>DIAL-A-RIDE FUND</b>	
Bus shelters	\$ 11,000
Buses	490,000
Facility gates	250,000
	<u>\$ 751,000</u>

## Capital Purchases & Projects

### CAPITAL PURCHASES & PROJECTS

	2014-15 Adopted
<b>MIDLAND COMMUNITY TELEVISION</b>	
Cablecast system/message boards	\$ 40,000
HD camera - City Hall	52,000
Control room consoles	15,000
Digital audio mixers	15,000
Digital video router	7,000
Studio/trailer HD cameras	140,000
Tricaster	15,000
Video switchers	75,000
	<u>\$ 359,000</u>
<b>CIVIC ARENA FUND</b>	
Future capital needs	\$ 20,000
	<u>\$ 20,000</u>
<b>LANDFILL FUND</b>	
Cell 15 - interim cover	\$ 60,000
Gas collection & control system expansion	40,000
GPS system	80,000
Infrastructure improvements	50,000
Leachate pond	200,000
Portable fencing	20,000
Pumping equipment	12,000
Road improvements	10,000
Skid steer upgrade for bobcat	55,000
	<u>\$ 527,000</u>
<b>WASHINGTON WOODS FUND</b>	
Asphalt/resurface front parking lot	\$ 6,000
Commercial high powered vacuum	6,000
Domestic hot water boiler - west	14,000
Rubber tile - kitchen floor	9,472
	<u>\$ 35,472</u>
<b>RIVERSIDE PLACE FUND</b>	
Boilers/storage tanks	\$ 40,000
	<u>\$ 40,000</u>

## Capital Purchases & Projects

### CAPITAL PURCHASES & PROJECTS

	2014-15 Adopted
<b>GOLF COURSE FUND</b>	
Driving range	\$ 39,000
Stain - clubhouse & pavilion	10,000
	<b>\$ 49,000</b>
<b>WASTEWATER FUND</b>	
Centrifugal pump	\$ 20,000
Confined space trailer	10,000
Force main study	60,000
Gas monitor	10,000
Gear boxes	35,000
GIS equipment	15,000
Hand rails	20,000
Manhole rehabilitation	100,000
Plant improvements	275,000
Computer equipment - plant	30,000
Roof replacement	50,000
Security lighting	15,000
Sewage valves	20,000
Sewer repairs/linings	200,000
Shepard Drive: Eastman to 300' west	24,000
Spot lining equipment	5,000
Submersible pump	30,000
Swede Avenue: to crossover (48") - sewer rehab	250,000
Telemetry equipment - pump stations	6,500
Variable frequency drive	15,000
Waldo Avenue: Wheeler to north of Diamond	884,200
Waste pump	15,000
	<b>\$ 2,089,700</b>
<b>WATER FUND</b>	
Building restoration - Water Treatment Plant	\$ 60,000
Bulk chemical storage	75,000
Concrete reservoir rehab	40,000
Filter control consoles	25,000
HVAC improvements	125,000



## Capital Purchases & Projects

### CAPITAL PURCHASES & PROJECTS

	2014-15 Adopted
<b>WATER FUND (cont.)</b>	
Industrial meter replacement	\$ 25,000
Lawn mower	11,000
Manor Drive: Helen to Richard	133,000
Nelson Street: Ashman to 100' west of Manor	194,000
New water services	150,000
Pipe locator	8,000
Radio communication replacement	30,000
Repump VFD changeover	200,000
Security improvements	60,000
Shephard Drive: Eastman to 300' west	25,000
Street crossings during road construction projects	50,000
Valley Drive pump	40,000
Waldo Avenue: Wheeler to north of Diamond	524,800
	<u>\$ 1,775,800</u>
<b>STORES REVOLVING</b>	
Security camera - fuel island	<u>\$ 6,000</u>
<b>EQUIPMENT REVOLVING FUND</b>	
Dump/Blade truck - DPS	\$ 175,000
Fire truck	525,000
Flusher truck - Wastewater	180,000
Mowers - Cemetery (2)	30,000
Mowers - Parks (3)	137,000
Mower - Washington Woods	18,000
Patrol cars - Police (5)	145,000
Pickup trucks - DPS (2)	42,000
Pickup truck - Engineering	21,000
Pickup truck - Landfill	23,000
Pickup trucks - Parks (4)	102,000
Pickup truck - Planning	29,000
Plasma cutter	8,000
Refuse truck (used) - DPS (2)	150,000
Security camera - garage	6,000

## Capital Purchases & Projects

### CAPITAL PURCHASES & PROJECTS

	2014-15 Adopted
<b>EQUIPMENT REVOLVING FUND (cont.)</b>	
Truck hoist	\$ 60,000
Utility vehicle - Cemetery	25,000
	<u>\$ 1,676,000</u>
<b>MUNICIPAL SERVICE CENTER FUND</b>	
Paving - MSC complex	<u>\$ 200,000</u>
<b>MUNICIPAL SERVICE ANNEX FUND</b>	
Building repairs	\$ 40,000
Future capital needs	4,000
	<u>\$ 44,000</u>
<b>RENEWABLE ENERGY SERVICES</b>	
PLC controls	\$ 10,000
Valves	10,000
Oil mist collector	20,000
Security upgrades	25,000
Throttle body	20,000
Turbo	40,000
	<u>\$ 125,000</u>
<b>TOTAL ALL FUNDS</b>	<u><u>\$ 12,857,272</u></u>

## Authorized Employees by Fiscal Year

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
<b><u>FULL-TIME EMPLOYEES</u></b>							
<b>General Fund:</b>							
General Government							
<i>City Manager</i>	4	4	3	4	2	2	2
<i>City Clerk</i>	4	4	4	4	4	4	4
<i>City Treasurer</i>	6	4	4	4	4	4	4
<i>Assessing</i>	5	5	4	4	4	4	4
<i>City Attorney</i>	3	3	3	3	3	3	3
<i>Finance</i>	8	8	8	8	8	8	8
<i>Human Resources</i>	4	4	4	4	4	4	4
<i>Purchasing</i>	1	1	1	1	1	1	1
Public Safety							
<i>Police</i>	51	51	50	50	50	50	50
<i>Fire</i>	46	46	46	46	46	46	46
<i>Building Inspection</i>	7	6	6	6	6	6	6
<i>Planning</i>	6	4	4	4	4	4	4
Public Works							
<i>Engineering</i>	15	14	12	12	12	12	12
<i>Public Services</i>	38	34	33	31	30	30	29
Sanitation	5	5	5	5	5	5	7
Parks and Recreation	34	29	25	26	26	26	24
<b>TOTAL GENERAL FUND</b>	237	222	212	212	209	209	208

## Authorized Employees by Fiscal Year

### Authorized Employees by Fiscal Year (cont.)

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
<b>Other Funds:</b>							
Grace A. Dow Library	21	20	19	19	18	18	18
Downtown Development Authority	1	1	0	0	0	1	1
Dial-A-Ride	6	6	6	5	5	5	5
Civic Arena	-	2	2	2	2	2	2
Landfill	9	9	9	9	9	10	10
Senior Housing							
<i>Washington Woods</i>	7	6	6	6	6	6	6
<i>Riverside Place</i>	6	6	6	6	6	6	6
Currie Municipal Golf Course	3	4	7	7	7	7	0
Wastewater	22	20	20	20	20	20	20
Water	36	35	34	34	33	33	33
Midland Community Television	3	3	3	3	3	3	3
Equipment Revolving	15	15	15	15	15	13	13
Municipal Service Center	1	1	1	1	1	1	0
Information Services - Operations	6	6	6	6	5	5	5
Geographic Information Systems	2	2	1	1	0	0	0
<b>TOTAL FULL-TIME EMPLOYEES</b>	<u>375</u>	<u>358</u>	<u>347</u>	<u>346</u>	<u>339</u>	<u>339</u>	<u>330</u>
<b><u>PART-TIME EMPLOYEES</u></b>							
Grace A. Dow Library	36	33	33	33	33	33	33
Dial-A-Ride	33	32	32	32	32	32	32
Crossing Guards	17	17	14	14	12	12	12
Other	24	25	27	25	25	24	24
<b>TOTAL PART-TIME EMPLOYEES</b>	<u>110</u>	<u>107</u>	<u>106</u>	<u>104</u>	<u>102</u>	<u>101</u>	<u>101</u>

## Comparative and Combined Tax Rates

### COMPARATIVE TAX RATES PER \$1,000 OF TAXABLE VALUE

<u>FISCAL YEAR</u>	<u>OPERATING</u>	<u>DEBT SERVICE</u>	<u>ACT 345 PENSION</u>	<u>TOTAL MILLAGE</u>
2014-15	13.58	0.28	1.18	15.04
2013-14	13.58	0.28	1.22	15.08
2012-13	13.41	0.29	1.09	14.79
2011-12	13.44	0.29	1.06	14.79
2010-11	13.67	0.27	0.00	13.94
2009-10	13.67	0.27	0.00	13.94
2008-09	12.70	0.29	0.00	12.99
2007-08	12.00	0.24	0.00	12.24
2006-07	11.87	0.23	0.00	12.10
2005-06	9.17	0.62	0.00	9.79

### COMBINED TAX RATES PER \$1,000 OF TAXABLE VALUE

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
<b>HOMESTEAD PROPERTY</b>					
City of Midland	13.9400	14.7900	14.7900	15.0800	15.0400
Midland Public Schools	2.7091	2.0909	1.9499	1.9499	
Midland County	8.8855	8.8355	8.8355	8.8355	
Delta College	2.0427	2.0427	2.0427	2.0427	
State Education	6.0000	6.0000	6.0000	6.0000	
Midland County Educational Service Agency	2.6756	2.6756	2.6756	2.6756	
<b>Total Homestead Property</b>	<u>36.2529</u>	<u>36.4347</u>	<u>36.2937</u>	<u>36.5837</u>	<u>15.0400</u>
<b>NON-HOMESTEAD PROPERTY</b>					
City of Midland	13.9400	14.7900	14.7900	15.0800	15.0400
Midland Public Schools	18.5000	18.5000	18.0000	18.0000	
Midland County	8.8855	8.8355	8.8355	8.8355	
Delta College	2.0427	2.0427	2.0427	2.0427	
State Education	6.0000	6.0000	6.0000	6.0000	
Midland County Educational Service Agency	2.6756	2.6756	2.6756	2.6756	
<b>Total Non-Homestead Property</b>	<u>52.0438</u>	<u>52.8438</u>	<u>52.3438</u>	<u>52.6338</u>	<u>15.0400</u>

## Schedule of Taxable Values

### SCHEDULE OF TAXABLE VALUES (IN \$1,000's)

	2005	2006	2007	2008	2009
<b>BY PROPERTY TYPE</b>					
<i>Real Property</i>					
Residential	\$ 921,024	\$ 956,874	\$ 985,928	\$ 971,965	\$ 979,020
Commercial	248,086	261,932	275,311	277,831	297,392
Industrial	878,202	900,623	852,016	428,969	437,613
Total Real	<u>2,047,312</u>	<u>2,119,429</u>	<u>2,113,255</u>	<u>1,678,765</u>	<u>1,714,025</u>
<i>Personal Property</i>					
Commercial	57,139	64,269	70,904	64,475	61,052
Industrial	308,666	307,200	309,577	329,777	362,793
Utility	18,924	19,021	31,466	18,928	20,114
Total Personal	<u>384,729</u>	<u>390,490</u>	<u>411,947</u>	<u>413,180</u>	<u>443,959</u>
Total Real & Personal	<u>\$ 2,432,041</u>	<u>\$ 2,509,919</u>	<u>\$ 2,525,202</u>	<u>\$ 2,091,945</u>	<u>\$ 2,157,984</u>
<b>BY TAXPAYER CLASS</b>					
Residential	\$ 921,024	\$ 956,874	\$ 985,928	\$ 971,965	\$ 979,020
Commercial	305,225	326,201	346,215	342,306	358,444
Industrial and Utility	1,205,792	1,226,844	1,193,059	777,674	820,520
Total	<u>\$ 2,432,041</u>	<u>\$ 2,509,919</u>	<u>\$ 2,525,202</u>	<u>\$ 2,091,945</u>	<u>\$ 2,157,984</u>
<hr/>					
	2010	2011	2012	2013	2014
<b>BY PROPERTY TYPE</b>					
<i>Real Property</i>					
Residential	\$ 951,563	\$ 952,144	\$ 958,884	\$ 959,610	\$ 969,556
Commercial	316,006	327,111	330,886	333,111	349,088
Industrial	611,163	638,920	257,136	274,004	279,241
Total Real	<u>1,878,732</u>	<u>1,918,175</u>	<u>1,546,906</u>	<u>1,566,725</u>	<u>1,597,885</u>
<i>Personal Property</i>					
Commercial	56,320	84,526	64,107	62,857	52,927
Industrial	346,800	337,446	565,978	670,525	656,979
Utility	21,256	22,714	24,785	25,596	25,026
Total Personal	<u>424,376</u>	<u>444,686</u>	<u>654,870</u>	<u>758,978</u>	<u>734,932</u>
Total Real & Personal	<u>\$ 2,303,108</u>	<u>\$ 2,362,861</u>	<u>\$ 2,201,776</u>	<u>\$ 2,325,703</u>	<u>\$ 2,332,817</u>
<b>BY TAXPAYER CLASS</b>					
Residential	\$ 951,563	\$ 952,144	\$ 958,884	\$ 959,610	\$ 969,556
Commercial	372,326	411,637	394,993	395,968	402,015
Industrial and Utility	979,219	999,080	847,899	970,125	961,246
Total	<u>\$ 2,303,108</u>	<u>\$ 2,362,861</u>	<u>\$ 2,201,776</u>	<u>\$ 2,325,703</u>	<u>\$ 2,332,817</u>

## 2014 Ten Largest Taxpayers

### 2014 Ten Largest Taxpayers

<u>Name</u>	<u>Taxable Value</u>	<u>% of City Total</u>
Dow Chemical/Dow Agrosiences	\$ 446,105,954	19.12%
Midland Cogeneration Venture	216,165,900	9.27%
Dow Corning	137,316,000	5.89%
Styron LLC	34,315,000	1.47%
Consumers Energy Company	23,765,395	1.02%
Dow Business Services LLC	17,975,800	0.77%
Midland Mall LLC	17,833,750	0.76%
Cabot Corporation	11,458,700	0.49%
Midland Downtown Partners LLC	10,884,400	0.47%
Midland Country Club	10,541,800	0.45%
Total	<u>\$ 926,362,699</u>	<u>39.71%</u>
City of Midland Total	\$ 2,332,816,968	

The above values represent 39.71% of the total 2014 taxable value of the City of Midland as of December 31, 2013 totaling \$2,332,816,968. The Individual values are for real and personal property owned by the designated taxpayer, but not including industrial facilities taxable amounts.

The information furnished is from sources believed to be reliable. No guarantee is made as to the accuracy thereof and it is submitted subject to error, omissions, changes or withdrawal without notice.

### City of Midland Rollback Provisions – 2014 Assessment Year for 2014-2015 Fiscal Year

#### **Headlee Rollback (Constitution, Art 9, Sec 31 and 211.34d M.C.L.)**

If the taxable valuation (TV) of property excluding the value of new construction and improvements, increases by a larger percentage than the increase in the General Price Level (as measured by the annual average of the United States Consumer Price Index for all urban consumers) from the previous year, the maximum authorized rate (operating millage rate) applied shall be reduced to yield the same gross revenue from existing property, adjusted for changes in the General Price Level.

The 2014 Millage Reduction Formula (MRF) is calculated as:

$$2014 \text{ MRF} = \frac{\text{Total 2013 TV} - \text{2013 Losses TV}}{\text{Total 2014 Taxable} - \text{2014 Additions TV}} \times \text{Inflation Rate Multiplier}$$

$$2014 \text{ MRF} = \frac{(2,325,703,249 - 48,951,188) \times 1.016}{2,332,816,968 - 101,089,861}$$

$$2014 \text{ MRF} = \frac{2,276,752,061 \times 1.016}{2,231,727,107}$$

$$2014 \text{ MRF} = \frac{2,313,180,094}{2,231,727,107}$$

$$2014 \text{ MRF} = 1.0365$$

The current year Millage Reduction Fraction cannot exceed 1.0000 in the computation of the maximum allowable millage. The 2014 millage rate permanently reduced multiplied by 1.0000 results in a maximum allowable millage rate for 2014 of 17.87 mills.

#### **Truth in Taxation Rollback (1982 P.A. 5, Sec 211.24e M.C.L.)**

Since the City of Midland is in compliance with section 16 of the Uniform Budgeting and Accounting Act, P.A., 2 of 1968, being section 141.436 of the Michigan Compiled Laws, additional public notice of increasing property taxes is not required for 2014. The calculations however, are shown on the next page.



Required information:

1. 2013 Total Taxable Value (TV)	2,325,703,249
2. 2014 Total Taxable Value	2,332,816,968
3. 2013 Losses TV, without transfers to another classification	48,951,188
4. 2014 Additions TV, without transfers to another classification	101,089,861
5. 2014 CPI =	1.016

The Base Tax Rate Fraction (BTRF) is calculated as:

$$\text{2014 BTRF} = \frac{\text{2013 Total Taxable} - \text{2013 Losses TV}}{\text{2014 Total Taxable} - \text{2014 Additions TV}}$$

$$\text{2014 BTRF} = \frac{2,325,703,249 - 48,951,188}{2,332,816,968 - 101,089,861}$$

$$\text{2014 BTRF} = \frac{2,276,752,061}{2,231,727,107}$$

$$\text{2014 BTRF} = 1.0202$$

The Base Tax Rate (BTR) is calculated by multiplying the Base Tax Rate Fraction (BTRF) by the operating tax rate levied in the immediately preceding year.

$$\text{BTR} = \text{2013 Operating Tax Rate} \times \text{BTRF}$$

$$\text{BTR} = 15.08 \times 1.0202$$

$$\text{BTR} = 15.3846$$

The Base Tax Rate of 15.3846 multiplied by the 2014 estimated Taxable Value of \$2,332,816,968 equals \$35,889,456 or the Base Operating Levy in dollars that can be derived from the Base Tax Rate for city operations for the fiscal year 2014-15.

### **Truth in Assessing (1981 P.A. 213, Sec 211.34, M.C.L.)**

Under Public Act 213 of 1981 as amended, the City is restricted to an operating levy based on the local taxable value based on the assessed valuation total rather than a full levy based on the taxable value based on the State Equalized Valuation.

The Truth in Assessing rollback fraction is calculated as:

$$\begin{aligned} \text{2014 Sec 34 rollback fraction} &= \frac{\text{Total Taxable Value Based on Assessed Value}}{\text{Total Taxable Value Based on SEV}} \\ &= \frac{2,332,816,968}{2,332,816,968} \\ &= 1.0000 \end{aligned}$$

$$\begin{aligned} \text{Allowable Rate} &= \frac{\text{Max Authorized Operating Rate} \times \text{Total AV}}{\text{Total State Equalized Value}} \\ &= \frac{17.87* \text{ mills} \times 2,332,816,968}{2,332,816,968} \\ &= 17.87 \text{ mills, allowable tax rate} \end{aligned}$$

\*The maximum authorized millage rate of 17.87 as computed under Headlee Rollback.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Reid Duford".

Reid Duford  
City Assessor  
3-27-14